

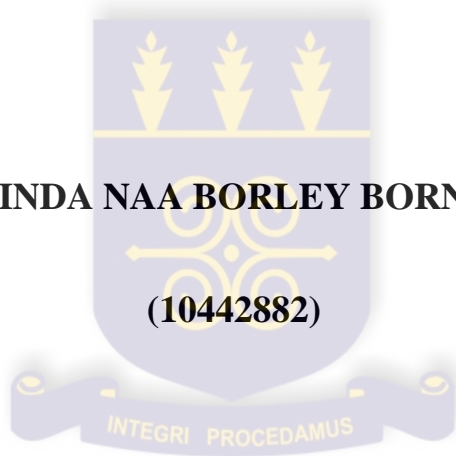
**UNIVERSITY OF GHANA**

**PERSONALITY TRAITS AND JOB OUTCOMES: THE MEDIATING  
ROLE OF PSYCHOLOGICAL EMPOWERMENT AMONG  
EMPLOYEES IN UNILEVER GHANA**

**BY**

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**THIS THESIS IS SUBMITTED TO THE UNIVERSITY OF GHANA,  
LEGON IN PARTIAL FULFILMENT OF THE REQUIREMENT FOR  
THE AWARD OF MPhil HUMAN RESOURCE MANAGEMENT  
DEGREE**

**JUNE, 2015**

## DECLARATION

I hereby declare that this work is the result of my own research and has not been presented by anyone for any academic award in this or any other university. All references used in this work have been fully acknowledged.

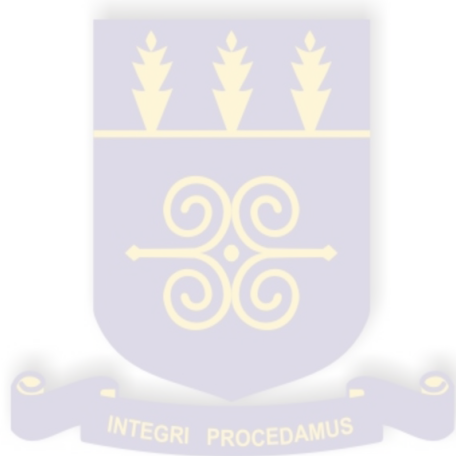
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## CERTIFICATION

I hereby certify that this thesis was duly supervised in accordance with procedures laid down by the University of Ghana.

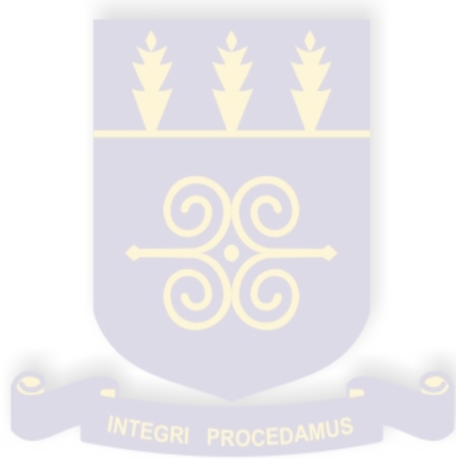
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DATE



## DEDICATION

This work is dedicated to my aunty, Ms. Harriet Otriso. May her soul rest in perfect peace.



## ACKNOWLEDGEMENT

I am indebted to my supervisor, Dr. Kwesi Amponsah-Tawiah for his constructive suggestions and dedication during the supervision of this work. Special mention goes to my parents, Mr. and Mrs. Bornmai for their sacrifice and inspiration throughout my programme of study. I would also like to express my heartfelt gratitude to Charles Turkson, Richard Opoku-Mensah and Mina Acquah for their support and encouragement for the completion of this work. And also, to all my friends who have contributed in one way or the other to my work over the period. May the good Lord richly bless them.



## TABLE OF CONTENTS

DECLARATION .....	i
CERTIFICATION .....	ii
DEDICATION .....	iii
ACKNOWLEDGEMENT .....	iv
TABLE OF CONTENTS.....	v
LIST OF FIGURES .....	ix
LIST OF ABBREVIATIONS.....	x
ABSTRACT.....	xii
CHAPTER ONE.....	1
INTRODUCTION .....	1
1.0 Background of the study .....	1
1.2 Problem statement.....	6
1.3 Purpose of the research .....	9
1.4 Research objectives .....	9
1.5 Research questions .....	10
1.6 Significance of the study .....	10
1.7 Organisation of the Study.....	10
CHAPTER TWO .....	12
LITERATURE REVIEW.....	12
2.0 Introduction .....	12
2.1 Theoretical framework .....	12
2.1.1 Personality Trait Theories .....	12
2.1.2 Employee Psychological Empowerment.....	16
2.1.3 Organisational commitment .....	19
2.1.4 Turnover intention .....	21
2.2 Empirical review .....	25
2.3 Conceptual framework .....	40
2.4 Hypotheses .....	42
CHAPTER THREE .....	45
METHODOLOGY.....	45
3.0 Introduction .....	45

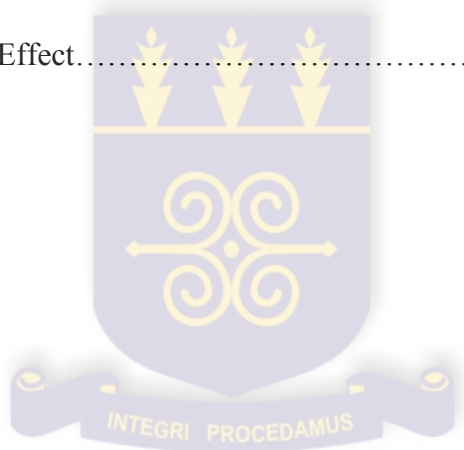
3.1	Research design.....	45
3.2	Population and sample size .....	46
3.3	Sample and sampling procedure .....	47
3.4	Data collection instrument .....	48
3.4.1	Pre-testing of Instrument.....	49
3.5	Validity.....	51
3.6	Data collection procedure.....	51
3.7	Data analysis .....	52
3.8	Research approach.....	52
3.8.1	Structural Equation Modelling (SEM).....	53
3.9	Ethical consideration .....	54
CHAPTER FOUR.....		55
DATA ANALYSIS AND RESULTS .....		55
4.0	Introduction .....	55
4.1	Descriptive statistics.....	55
4.2	Why SEM.....	57
4.3	Inferential statistics .....	58
4.3.1	Assessment of Measurement Models.....	59
4.4	Relationship between Personality traits and Job Outcomes.....	65
4.5	Effect of psychological empowerment on job outcomes .....	70
4.6	Mediation effect of empowerment on personality traits and job outcomes .....	71
4.7	Conclusion.....	79
CHAPTER FIVE .....		80
DISCUSSIONS, SUMMARY, CONCLUSION AND RECOMMENDATIONS .....		80
5.0	Introduction .....	80
5.1	Discussions.....	80
5.2	Summary .....	88
5.3	Conclusion.....	89
5.4	Managerial Implications.....	90
5.5	Recommendations .....	90
5.6	Limitations and Submissions for Future Research.....	92
REFERENCES .....		94
APPENDICES .....		124

Appendix 1 ..... 124



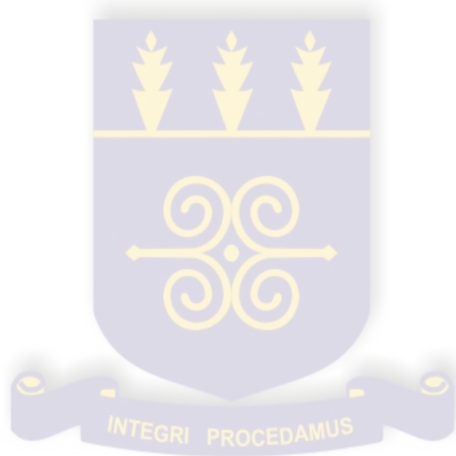
## LIST OF TABLES

Table 3.1: Reliability and Validity Indicators for Pilot Study .....	50
Table 4.1: Demographic Characteristics of Respondents .....	69
Table 4.2: Measurement properties of reflective construct .....	72
Table 4.3: Discriminant Validity for Reflective Indicators .....	74
Table 4.4: Measurement properties of formative construct .....	75
Table 4.5: The Test for Model Fitness .....	79
Table 4.6: Psychological Empowerment and Job Outcomes .....	83
Table 4.7: Direct path relationships without Mediator .....	86
Table 4.8: Testing Direct and Indirect Relationship .....	89
Table 4.9: Testing the Total Effect .....	90



## LIST OF FIGURES

Figure 2.1: Mediator Analysis Procedure in PLS-SEM.....	28
Figure 2.2: Conceptual Framework .....	41
Figure 4.1: Structural Equation Model Procedure .....	61
Figure 4.2: Conceptual Framework after Analysis .....	69



### LIST OF ABBREVIATIONS

AffCom	-	Affective Commitment
Agr	-	Agreeableness
AVE	-	Average Variance Extracted
CBSEM	-	Covariance Base Structural Equation Modelling
ConCom	-	Continuance Commitment
Cons	-	Conscientiousness
Emo	-	Emotional stability
Ext	-	Extraversion
FMCG	-	Fast-Moving Consumer Goods
MBA	-	Masters of business administration
NormCom	-	Normative Commitment
Opn	-	Openness
O.C	-	Organisational Commitment
P.T	-	Personality Traits
PLS	-	Partial least square
SEM	-	Structural equation modelling
TurnInt	-	Turnover Intention.
VAF	-	Variance Accounted For

VIF - Variance Inflation Factor

## ABSTRACT

This study investigates individual personality traits (openness, conscientiousness, agreeableness, extraversion and emotional stability) as a potential explanation for why some people feel a stronger sense of job outcome (commitment and turnover intention) than others when psychologically empowered. The hypotheses were tested on a sample of 220 full-time employees, using structural equation modelling (SEM) partial least square (PLS). The cross-sectional nature of this study restricts the clear pinpointing of temporal causal relationships within the psychological empowerment process because it considers a snapshot of the sample at a specific point in time. The analysis showed that when an individual who possesses some Big Five traits is a member of the organisation, there is the need to psychologically empower them as it will shape their commitment and turnover intention. Agreeableness did not show any relationship with all the job outcomes (organisational commitment and turnover intention) tested. Openness and Extraversion all showed a direct and statistically significant relationship with affective commitment. Openness showed a positive and significant relationship with affective commitment while Extraversion showed a negative and significant relationship with affective commitment. The study found a direct relationship and statistically significant relationship (positive) between conscientiousness and turnover intention. Emotional stability also showed a direct and positive significant relationship with continuance commitment. Psychological empowerment only mediated the relationship between openness and affective commitment as well as between emotional stability and continuance commitment. The practical implication of the study is that, it would provide organisations with personality attributes that should be emphasized especially during the recruitment and selection process as well as during promotions, in order to foster employee commitment, and reduce turnover intention in the organisation. The study focused on the

manufacturing industry of Ghana. Future research should investigate other context for comparison.

## CHAPTER ONE

### INTRODUCTION

#### 1.0 Background of the study

Notwithstanding the significant studies on how the understanding of human resource practices has impacted on employee personality traits and job outcomes, researchers continue to argue that more research is needed to explain more positive interventions of these practices (Menon, 2001; Spreitzer, 1995). One human resource management practice that has gained considerable interest among scholars over the years is empowerment (Spreitzer, 1995). In the twenty-first century, researchers have acknowledged that, the most competitive organisations tend to empower their employees (Armache, 2013; Michna, Meczynska, Kmiecziak & Sekowska, 2011) and those that give off power (key responsibilities and freedom to make decisions) tend to survive in the constantly changing competitive environment (Amanfi, 2015).

Sahoo, Behera, and Tripathy (2010) stated that the reasons why employees stay with their organisation and contribute their best towards achieving goals and objectives is because of the element of empowerment; the benefits of which is manifested in organisational commitment, reduced turnover intention and job satisfaction. Since employees' commitment and turnover intention are likely to affect the organisation, and the difference between organisational survival and extinction rests mostly on effective, innovative and committed employees, empowerment is a concept that still needs to be investigated. This is due to the fact that empowerment makes it important for employees to remain with the organisation for longer periods and this prolonged stay can benefit the organisation through the saving of costs involved in recruiting. Though research has pointed out the benefits of empowerment,

the issue of empowerment and whether it strengthens commitment and resolves the attrition rate in an organisation is one that still needs to be studied.

Empowerment refers to the act of reinforcing or strengthening an individual's beliefs in his or her sense of effectiveness and involves a process of changing the internal belief of such individuals of their self-efficacy (Conger and Kanungo, 1988). This can be achieved through the delegation of authority to employees so as to equip the organisation with highly motivated and involved personnel; the outcome of which include innovativeness, organisational commitment, reduced turnover intention and job satisfaction. Thus, the literature has shown that it is important for people to feel empowered since it results in predictable benefits (Spreitzer, 1995; 1996). Also, scholars have advocated that empowerment can only thrive where employees perceive their working environment as satisfying and not restraining (Spreitzer, 1996; Wall, Wood & Leach, 2004) therefore it is important that employees are empowered in such a way that will enable them perceive their working environment as satisfying.

Empowerment has been conceptualized in two thrusts (psychological and structural) by some researchers (Spreitzer, 1995, Andrews & Kacmar, 2014) and in three thrusts (structural, motivational and leadership) by others (Menon, 2001; Randolph & Kemery, 2011). This study centred on psychological empowerment of employees because, psychological empowerment has been cast as a psychological state necessary for employees to possess a sense of control in relation to their work (Spreitzer, 1995).

Psychological empowerment is a set of cognitions (meaning, competence, self-determination and impact) shaped by one's work environment (Spreitzer, 1995). It exists when employees perceive that they exercise some control over their work roles. Currently, psychologically empowering employees to take initiatives in addressing company problems is one of the ways

that helps organisations to gain competitive advantage in the global market (Michna, Meczynska, Kmieciak, & Sekowska, 2011). This has resulted in the increased need for companies to psychologically empower their employees in their day-to-day tasks and work roles.

Whether or not personality influences job outcomes is one question that has intrigued scholars over the years. Therefore, to understand the lived experience of employees, this study sought to consider first the personality traits of employees then their influence on job outcomes. Personality is a term often used by all, and most people have the belief that they can describe theirs or that of their family and friends (Holtom, Smith, Lindsay & Burton, 2014). Personality usually denotes the differences in the way people conduct themselves, how they feel about situations and their reactions and reason for their behaviour. It is the overriding feature or characteristic that enables one to be distinguished and identified (Brown, Dutton & Cook, 2001) and differentiated from others. Different ways to measure an individual's personality has been proposed by different scholars and authors but the focus over the years has been on measurement of traits. The most widely accepted has been the five basic dimensions of personality often referred to as the "Big Five personality traits". Job outcomes are no exceptions as over the years, they have been identified or explained as the result of an employee's performance within the organisation (Campbell, McCloy, Oppler, & Sager, 1993; Vanseteenkiste, Neyrinck, Niemiec, Soenens, Witte, & Broeck, 2007). According to Vanseteenkiste, et al, (2007) job outcomes refer to commitment and job satisfaction. Also, turnover intention has been identified by Almer & Kaplan (2002) and Zablah, Franke, Brown, & Bartholomew (2012) as a component of job outcomes.

The development of the Big Five personality structure has progressed over the years and this has been seen through its growing acceptance by personality researchers and literature which

has profoundly influenced the study of individual differences (Judge, Rodell, Klinger, Simon & Crawford, 2013; McCabe, Van Yperen, Elliot & Verbraak, 2013). Hence, this study focused on the “Big Five personality traits” by Costa and McCrae (1987, 1990) which comprise: openness, conscientiousness, extraversion, agreeableness, and neuroticism (low emotional stability). Empowerment in all forms affects performance and continuity of any organisation (Armache, 2013) and for any organisation to survive in this global and competitive market, there is the need for it to know its employees and how to make them committed to the organisation. It is from this understanding that organisational commitment and its link to personality was analysed.

Over the past years, organisational commitment has become a highly researched job attitude largely because employees with low levels of commitment are more likely to leave the organisation (Meyer, Stanley, Herscovitch & Topolnytsky, 2002). Some researchers have considered the influence of individual differences on organisational commitment and personality psychology has undergone dramatic progress over the past two decades (Funder, 2008; Matzler, Renzl, Mooradian, von Krogh & Mueller, 2011). Personality traits have also been shown to be a robust predictor of workplace behaviours and performance (Barrick & Mount, 1991, Ones, Viswesvaran & Dilchert, 2005). Therefore, there is the need to draw a link between these two concepts (personality traits and organisational commitment). In recent times, organisational commitment has emerged as a central concept in the study of work attitudes and behaviours (Meyer & Allen, 1996). The concept of organisational commitment in the workplace is still one of the most challenging (Cooper-Hakim & Viswesvaran, 2005) and a great deal of research has been devoted to studying the outcomes of commitment.

Organisational commitment is understood as an individual’s identification with and involvement in the organisation he or she finds him or herself (Allen & Meyer, 1990; Ones, Viswesvaran & Dilchert, 2005). Since commitment cannot exist without people, there was

the need to investigate how psychological empowerment of employees' personality traits can influence organisational commitment. The most accepted and relevant model of organisational commitment was proposed by Allen and Meyer (1990). Literature has assumed that commitment to the organisation can be manifested in at least one of the three dimensions therefore it is only prudent that all three dimensions of commitment are investigated.

Organisational commitment cannot be talked about without mentioning turnover intention or actual turnover. According to Meyer and Allen, (1996) organisational commitment has demonstrated links with turnover intention and actual turnover. It was for this reason that the organisational commitment-turnover intention job outcomes were selected for the study. Also, since people, not machines, leave the organisation, there was the need to assess how the various personality traits can be made stay with the organisation; as the most important factors recognised by literature of turnover intention is the individual personality traits of the employees (Jeswani & Dave, 2012). This is because, a large number of employee turnover is extremely unfavourable to every organisation. Therefore it is essential for every organisation to ascertain the factors affecting turnover intention. To understand turnover intention better, there is the need to explain it. Lacity, Iyer and Rudramuniyaiah (2008) explained turnover intention to mean the degree to which an employee plans to leave the organisation. Thus, turnover intention is the conscious and intentional wilfulness to leave an organisation in which one finds him or herself. This study is therefore expected to contribute to the existing debate on the mediating effect of psychological empowerment on the relationship between employee personality traits and organisational commitment, along with insightful contribution to turnover intention.

## 1.2 Problem statement

Empowerment, personality traits and job outcomes have been important individual concepts that have seen much research interest over the years. Li, Kuo, Huang, Lo and Wang, (2013), Ahmadi (2014), Carmen, Perinan and Bueno (2008) have all provided valuable insights on various aspects of empowerment. For instance, whereas Menon (2001), and Jiang, Sun and Law (2011) looked at empowerment and its relationship with organisations' structure, Spreitzer (1995a, 1995b; 1996) in his researches viewed empowerment and its relationship with personality traits. This shows that empowerment has connections with all aspects of an organisation.

Katsaros and Nicolaidis (2012), Karatepe and Aga (2012), have all researched on personality traits as well. Further, researches have studied job outcomes such as organisational commitment (Aryee & Chen, 2006; Choong, Wong & Lau, 2011; 2012; Karatepe & Aga, 2012; Katsaros & Nicolaidis, 2012) and turnover intention (Mohr, Young & Burgess, 2012; Nyberg, 2010). The scale of research in these areas shows its importance to researchers to researchers.

Interrelationships between these concepts have been explored in literature (Choong, Tan, Keh, Choe & Tan, 2011). However, from critical review of related literature, the problem as viewed is on how these three variables interact. Although research has shown a positive relationship between psychological empowerment and job outcomes (Raub & Robert, 2013; Ahmad & Oranye, 2010; Dewettinck & van Ameijde, 2011), and others have proven, through empirical testing, a causal relationship between personality and job outcomes (Spagnoli & Caetano, 2012; Jiang, et al., 2011; Matzler, Renzl, Mooradian, von Krogh & Mueller, 2011). No research reviewed thus far, has explored the interrelationship between all three concepts. The study therefore sought to establish a relationship between personality traits and job

outcomes and a possibility that this relationship could be made much stronger when empowerment is serving as a mediator. This is because empowerment has been shown to be a good mediator in explaining major job outcomes (Singh & Sarkar, 2013; Wong & Laschinger, 2012). It is therefore important that the mediating role of empowerment in the relationship between job outcomes and personality traits is assessed. By having a better understanding of the relationship between psychological empowerment and job outcomes, this study provides organisations with a clearer picture on how to shape the employees' attitude to enhance higher job fulfilment.

Second, the industrial focus of studies on empowerment has been quite narrow towards the service industry. Researchers like Schermuly, Schermuly and Bertolt (2011), have sought to explain major job outcomes in the education sector. Others have looked at empowerment and its relationship with variables like job satisfaction and organisational commitment in the health industry (Hudek-Knezević, Maglica & Krapic, 2011; Li, et al., 2013; Wong & Laschinger, 2013). Similarly, Katsaros and Nicolaidis (2012) looked at the banking industry. From studies reviewed thus far, only few researchers like Maynard, Mathieu, Gilson, O'Boyle and Cigularov (2013), Seibert, Silver and Randolph, (2004) have provided insights in the manufacturing industry. Their studies focused on the Information Technology industry. Thus, research on empowerment in the manufacturing sector, specifically the Fast-Moving Consumer Goods (FMCGs) is lacking. The paucity of research in the manufacturing sector calls for additional research in the area.

The manufacturing industry is one of unlimited importance. Its effect goes beyond the direct contribution to gross national and domestic products as well as employment. It is a worldwide business that is sustaining all economic activities. The manufacturing sector, of Ghana, is underdeveloped and regarded as a narrow industrial base dominated by agro-

industries and subsidiaries of multinational companies including Unilever, Toyota, and Coca Cola having a strong presence in the country (Commonwealth Network, 2014). The consumable manufacturing industry is one of great importance as it manufactures and markets products that people choose to nourish their families and maintain themselves as well as keep their households sanitary and fresh. Facing great competition from both national and international fronts, it is imperative that research is done to understand and boost activities in this industry of consumables. This study focused on Unilever Ghana which is a company that produces consumer goods.

Next, there exist a gap in the statistical model used in the earlier studies that focused on psychological empowerment, personality traits, organisational commitment and turnover intention. The role of empowerment in the relationship between the various human resource management constructs have been explored using several statistical models. For example, Ugwu, Onyishi and Rodriguez-Sanchez (2014), Katsaros and Nicolaidis (2012), all used factor analysis in their study. Biron and Bamberger (2011), Cai and Zhou (2009), on the other hand, used Pearson product moment correlation and Hierarchical Regression. From the literature reviewed so far, only a few persons have used SEM (Bentler, 2005; Barroso, Villegas & Casillas, 2008). A primary objective of statistical techniques is to increase the researchers' explanatory ability and statistical efficiency. Factor analysis, Regression and Pearson product moment correlation are powerful tools for assessing a wide range of theoretical and managerial questions. Nonetheless, they all share one common limitation which is: they can examine only a single relationship at a time (Hair, Black, Babin & Anderson, 2009). Also, research conducted using factor analysis and Pearson product moment correlation does not have the statistical properties to help in prediction (Hair et al., 2009).

Although regression analysis has been a widely accepted methodology in examining the causal relationship between various constructs, it is difficult to assess the interrelationship among several variables in a single model unless separate regression analysis is conducted for each model. The solution to these problems is SEM. SEM is a technique that can be used to examine a series of dependent relationships simultaneously. It has the advantage of testing theories that can contain multiple equations involving dependent relationships. Thus, a hypothesized dependent variable becomes an independent variable in the subsequent dependent relationship. None of the previous techniques enable a researcher to assess both measurement properties and test the key theoretical relationships in one technique (Hair et al. 2009). SEM can be used when the sample size is small (Byrne, 2013; Hardin, Chang & Fuller, 2008) and where the model is very complex, consisting many latent and manifest variables, without leading to estimation problems (Henseler, Ringle & Sinkovics, 2009). It is also a widely accepted method for mediating and moderating relationship in organisational research. Therefore this study used SEM to study the mediating role of empowerment in the relationship between personality traits and job outcomes.

### **1.3 Purpose of the research**

The purpose of the research was to understand the process of empowerment through personality traits as experienced by employees who are currently involved in the struggle to become empowered. The study therefore sought to examine the mediating role of psychological empowerment in the relationship between personality traits and job outcomes (organisational commitment and turnover intention).

### **1.4 Research objectives**

1. To examine the relationships between personality traits and job outcomes of employees in Unilever Ghana.

2. To assess the effect of psychological empowerment on job outcomes of employees in Unilever Ghana.
3. To evaluate the link between psychological empowerment, personality traits and job outcomes.

### **1.5 Research questions**

1. What is the relationship between personality traits and job outcomes of employees in Unilever Ghana?
2. In what manner does empowerment affect job outcomes of employees in Unilever Ghana?
3. How does empowerment affect the relationship between personality traits and job outcomes?

### **1.6 Significance of the study**

This research sought to add to the existing body of knowledge in the area of human resource management and psychology. It provides organisations with information on how to shape their employees' attitudes to enhance job outcomes. By having a better understanding of the relationship between empowerment, personality traits and job outcomes, it plays a significant role in the overall organisational performance.

### **1.7 Organisation of the Study**

The study was organised in five chapters. Chapter one presents background to the study, where the need for the study is clearly established together with its significance. Chapter two presents a detailed review of related literature in the area together with the theoretical and empirical underpinnings for the study. Chapter three introduces the methodology used in the research detailing the study population, sampling instrument and procedure for data

collection or analysis. Chapter four introduces the data analysis and presentation, Chapter five presents discussion of findings utilising relevant literature. It also closes up the thesis with summary, conclusion, managerial implications, major recommendations for the study, as well as limitations and submissions for future research.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0 Introduction**

This chapter is an expansive prose which seeks to synthesize and evaluate literature according to guiding concepts. It surveys literature relevant to the study in terms of issues, and theories, thus providing a description, summary, and critical evaluation of each research mainly to offer a summary of significant literature related to this study.

#### **2.1 Theoretical framework**

This section consists of concepts and their definitions as well as reference to relevant scholarly literature, existing theory used for this study. The theoretical framework used demonstrates an understanding of theories and concepts that are relevant to this research. Thus, the important theories related to the constructs are examined extensively. Theories relating to employee personality traits, psychological empowerment, and job outcomes (organisational commitment and turnover intention) are examined.

##### **2.1.1 Personality Trait Theories**

Over the years, some theories have been developed relating to employee personality traits and these include: Allport and Odbert (1936) list of over 4,000 personality traits which was later categorised into three levels, Cattell's (1995) 16 personality factors, Eysenck's (1992, 1994) 3 factor theories, Friedman and Rosenman (1959) type A and B theory, as well as Costa and McCrae (1987, 1990) "Big Five" personality traits. This study however focuses on the "Big Five personality traits" by Costa and McCrae (1987, 1990). Before considering the "Big Five" personality traits theory, this study would give a brief background of the aforementioned theories.

Allport and Odbert (1936) discovered that a single English-language dictionary contained over 4,000 words describing different personality traits (John & Robins, 1993). Allport, assisted by Odbert collected a complete list of 17,953 terms that could each describe a trait (Naghdeali, Emamjomehzadeh, Masoudnia & Ghasemi, 2014). They categorised these traits into three levels namely: Cardinal traits, Central traits and Secondary Traits (Ahour & Haradasht, 2014).

Cardinal traits are behaviours that control a person's whole life mostly to the point that the individual gets to be known particularly for these qualities. Allport recommended that cardinal attributes are uncommon and have a tendency to grow sometime later in life. Focal qualities then again are the general components that form the essential bases of one's identity. These traits are usually not as dominating as former but are the key characteristics used to describe others. Expressions such as anxious, smart, shy, and truthful are termed central traits. Traits that are occasionally related to preferences or attitudes and mostly surface only in certain circumstances are known as Secondary Traits. An example would be getting anxious when speaking in public (Ahour & Haradasht, 2014).

Cattell's (1995) 16 personality factors was developed from three kinds of data namely Life data (or L-data), Experimental data (or T-data), and Questionnaire data (or Q-data). Life data comprised data from the personality's natural, everyday life behaviours. Alternatively, experimental data involved reactions to regular experimental situations created in a laboratory where the person's behaviour can be objectively seen and measured while questionnaire data involved answers based on self-analysis by the individual about their own actions and emotional states. Cattell established that all together for a personality measurement to be key and undivided, it was necessary for it to be found in factor analyses of information from each of the three domains.

Conn and Rieke (1994) as well as Ott-Holland, Huang, Ryan, Elizondo and Wadlington, (2014) in their study expressed that there were five worldly factors that appear to compare nearly to the Big Five identity attributes. From the trait of openness which is by all accounts identified with 16 Personality Factor of tough-mindedness, to the trait of conscientiousness which is compared to self-control, then extraversion to extraversion, agreeableness or disagreeableness to independence or accommodation, and neuroticism to anxiety (Russell & Karol, 1994).

Eysenck's personality theory was developed based on three universal traits: introversion or extraversion, neuroticism or emotional stability, and psychoticism. Introversion comprises focusing thoughtfulness on innermost experiences, whereas extraversion relates to directing attention outward on others and environment. Neuroticism or emotional stability is related to one's tendency to become upset or emotional as opposed to even-temperedness. Psychoticism alludes to persons who experience issues managing reality and may be withdrawn and hostile. Another research by Friedman and Rosenman (1959) proposed Type A and type B personality theory in their attempt to find a potential risk factor for heart disease. After over eight long years of study of healthy men between the ages of 35-59, they speculated that certain patterns of behaviour carried a potential higher risk, and developed a technique for classifying patients as being type A or B or AB where they were neither. With a type A personality, the patient is more likely to be concerned with position and accomplishment. They are often seen as workaholics or overachievers, who may have problems with self-worth, intolerance and anger issues. Expectedly, this personality type is what Friedman and Rosenman linked with a high risk of heart disease. Type B personalities on the other hand reported a higher level of life contentment and are believed to be more probable to be patient and calm (Friedman & Rosenman, 1959).

Each of the aforementioned theoretical positions makes an important contribution to the understanding of personality traits. It is important however not to overemphasize the strengths of theories by these renowned scholars. Cattell's and Eysenck's have been the subject of extensive examination, which has driven a few scholars to believe that Cattell concentrated on too many traits, while Eysenck contrariwise focused on too few. Undoubtedly, personality theory by Friedman and Rosenman was also greatly criticised for not including women volunteers and depending on large and imbalanced sample sizes (Eysenck, 1990).

As a result of these short falls, a new trait theory referred to as the "Big Five" personality theory was developed. This theory of personality represents mostly what is termed the five basic traits and act together to form individual personality. The theory was propounded by Costa and McCrae (1985) to comprise: openness to experience (also termed Intellect), conscientiousness, extraversion, agreeableness, and neuroticism. John and Robins (1993) explained these traits as follows: openness (imaginative, curious, broad interests), conscientiousness (reliable, organised, and efficient), extraversion (energetic, sociable, and assertive), agreeableness (loving, pleasant, and trusting) and neuroticism (anxious, nervous, and worrying). Empirical studies provide little evidence on how the Big Five personality traits might relate employee psychological empowerment (Seibert, Wang & Courtright, 2011; Walumbwa, Wang, Wang, Schaubroeck & Avolio, 2010). However, it could be speculated that these personality traits and job outcomes of an organisation can be mediated through psychological empowerment.

### **2.1.2 Employee Psychological Empowerment**

The concept of employee empowerment dates back to Follett's (1926) study on employee participation, McGregor's (1960) theory Y, Kanter (1977) structural empowerment theory and Spreitzer (1995) psychological empowerment theory. For the purposes of this study, the knowledge of empowerment has been put forward from two perspectives: structural and psychological. Structural empowerment concerns the policies and practices of delegation and decentralization, while psychological empowerment is a distinctive pattern of emotional states, which results from members' connections and this usually emerges from the shared or socially-created perceptions (Kirkman, Rosen, Tesluk & Gibson, 2004).

Given, the distinctions of employee empowerment stated previously, it is quite predictable that structural empowerment (Kanter 1977, 1983) and psychological empowerment (Spreitzer 1995) are the two underlining dimensions of employee empowerment. Structural empowerment (Kanter 1977, 1983) originates from organisational or management theory while psychological empowerment (Spreitzer, 1995), originates from social psychological models. Structural empowerment has been described as the skill to get things done, to organise resources possession, to acquire and utilise whatever it is that a person desires for the objectives he or she is endeavouring to perform or undertake (Kanter, 1983). It focused on organisational aspects and management as the core of employees' empowerment.

Psychological empowerment has developed over time and so has the various schools of thought that centre on it; from the works of Conger and Kanungo (1988), Thomas and Velthouse (1990), through to Spreitzer (1995). According to Conger and Kanungo (1988), psychological empowerment refers to the steps taken to enhance a feeling of self-efficacy among organisational members through the identification of environments that nurture powerlessness and their removal through formal organisational practices and informal

techniques. Similarly, Thomas and Velthouse (1990) built on this definition and stated four dimensions of task perceptions that affect intrinsic task motivation as choice (self-determination), meaningfulness, competence (self-efficacy) and effect. Using these cognitions of Thomas and Velthouse's (1990) model, another scholar, Spreitzer (1995) also developed and empirically gave validation to the multidimensional measures of psychological empowerment.

Spreitzer (1995) described psychological empowerment as an intrinsic motivation expressed in four thoughts. With each reflecting a person's orientation to the work role assigned. Spreitzer's theory of psychological empowerment on the other hand explains logic outcomes of efforts to create psychological conditions of empowerment (Manojlovich & Laschinger, 2002). Thus, psychological empowerment is seen as the psychological discernment or behaviours of employees in relation to their work and organisational roles (Spreitzer, 1995). This view of psychological empowerment has led to many psychological theories being proposed over the years to explain human behaviour. Tremendous pressure is therefore put on organisations to better their performance and thereafter cause an upsurge in their competitiveness in the work environment (Ndlovu & Parumasur, 2005; Stander & Rothmann, 2010).

This research focuses solely on employee psychological empowerment. Psychological empowerment perspective taken in this research is grounded in a multidimensional construct composed of meaningfulness, competence, self-determination, and impact (Spreitzer, 1995). Meaningfulness denotes to a feeling of purpose or personal association with one's work role (Bani, Yasoureini & Mesgarpour, 2014; Mishra & Spreitzer, 1998). People who feel empowered believe that their work is important to them and thus care about the duties and responsibilities they perform (Casey, Saunders & O'Hara, 2010; Stander & Rothmann, 2010).

Competence on the other hand reflects an individual's belief that he or she possesses the necessary capabilities and expertise to execute a task well (Andrews, Wilmington & Kacmar, 2014; Mishra & Spreitzer, 1998). Self-determination is basically an individual's sense of control of tasks or duties assigned. Self-determination explains a sense of autonomy or free-will about how individuals do their work, that is, an individual's choice on how to execute a task (Deci & Ryan, 2011; 2012; Li, Wei, Ren & Di, 2015). Impact refers to belief that people have that they can influence the organisation in which they are entrenched (Van Dijke, De Cremer, Mayer & Van Quaquebeke, 2012). Mishra and Spreitzer (1998) described impact as the satisfaction and accomplishment one feels in achieving set goals. Most employees fear and therefore evade circumstances that they believe exceed their capabilities. On the other hand, they get tangled in activities they view themselves as being capable of and thus act confidently in the execution of such tasks (Mishra & Spreitzer, 1998).

Extant literature shows that the four dimensions of psychological empowerment could help people to feel more in control (Spreitzer, 1995). These four dimensions of psychological empowerment are important because of their positive effect on the roles, experiences, and tasks of employees which are essential for decisions making (Zhang & Bartol, 2010). In a research by Laschinger, Wong and Greco (2006) it was obvious that it is reasonable to assume that if workers experience an empowering and enabling work environment that encourages a fit between their work desires and working conditions, they would be more occupied in their work roles, produce positive results consequently lessening negative work or job outcomes. Job outcomes as used in this study were adapted from researches by Karadal and Arasli, (2009); Haar, Roche & Taylor (2012); Shahbazi, Kalkhoranb, Beshlideh and Banitey (2014); and Hunjra, Ul Haq, Akbar and Yousaf, (2011). These include but not limited to organisational commitment and turnover intention.

### **2.1.3 Organisational commitment**

Organisational commitment and psychological empowerment continues to be an area of concern to academicians and practitioners. Several researches have been conducted on organisational commitment; but research regarding psychological empowerment, which is an emerging area of interest due to its very important contribution to organisational success, still remains an issue of great concern; especially for employees of service sector (Jha, 2011). This research therefore seeks to examine the relationships between psychological empowerment and factors of organisational commitment.

Given the existing important of organisational commitment to organisations, studies over the years have increased. Thus, the factors that lead to organisational commitment have suddenly started gaining a lot of attention. Some theories have been developed over the years to relate to organisational commitment in one form or another. Becker's 1960 "side bet theory" which states that "side bets," which is sometimes termed "investments", refers to the advantages and demerits that may occur/accrue should an employee decide to stay or leave an organisation.

A study by Becker (1960) emphasized that, an employee may commit to an organisation basically because he or she perceives a high cost of losing organisational membership. Some of such costs relating to organisational membership may surface in the form of economic costs (such as pension accruals) and social costs (friendship ties with co-workers). Nonetheless not all employees see the positive costs (pension accruals, friendship ties with co-workers) as enough to stay with an organisation. Employees also take into account the availability of alternatives (such as another organisation) disrupt personal relationships, and other "side bets" that would be incurred from leaving their organisation. The problem emerging from this is that these "side bets" mostly do not occur at once. They "accumulate with age and tenure" which is based more on a financial need to stay with or be involved in

the organisation (Meyer & Allen, 1991). Becker termed commitment as a tendency to engage in consistent lines of tasks, and claimed that it progresses as one discovers that his or her involvement in social organisation has, in effect, made side bets for him or her and thus constrained that individual's future. Meyer and Allen (1991) in their research referred to this form of commitment as continuance (cost based) commitment, and included it along with affective (desire-based) and normative (obligation-based) commitment in their three-component model.

Having considered the Becker's (1960) side bet theory, it is also imperative to look at Meyer and Allen's (1984) theory of commitment. Meyer and Allen (1991) proposed a commitment theory which they provided a distinction between the dimensions. They indicated that these dimensions are the three "mind sets" which are likely to characterize an employee's obligation to the organisation: affective commitment, continuance commitment and normative commitment (Meyer, Stanley & Parfyonova, 2012).

Affective commitment differentiates from other dimensions of commitment like continuance and normative commitment. This is because affective commitment reflects a deep relationship between the employee and the organisation. Organisational commitment, mostly affective commitment, is termed the "psychological bond" of an employee towards his or her establishment (Meyer & Allen, 1997; Gardner, Wright & Moynihan, 2011). The psychological state of commitment inspires employees to pursue actions that benefit not just themselves but also their organisation. Mostly, however, the behavioural implication of affective commitment is sustained employment with the organisation (Meyer & Allen, 1997; Meyer & Herscovitch, 2001; Gardner, Wright & Moynihan, 2011). In developing the concept of commitment, Cole and Bruch (2006) drew largely on Meyer and Allen (1997) concept of commitment, which in turn drew on earlier work by Kanter (1968). This is in contrast with

continuance commitment which is the “need” component or the gains verses losses of working in an organisation.

In addition, literature considers another theory called the social exchange theory. Research has shown that some workplace practices tend to influence workers’ outcomes through social exchanges (José Chambel & Sobral, 2011; McClean & Collins, 2011). As described by Blau (1964), and Cook, Cheshire, Rice & Nakagawa (2013) social exchanges entail undetermined duties; when one person does another an act of kindness, the anticipation of some future compensation is present. Workers tend to embrace a social exchange connection at work, with a pattern of mutual benefit determining the perceived balance in exchanges over time. Researchers like Tetrick (1995) and Park, Christie and Sype (2014) also argued that the advancement and maintenance of commitment is dependent on the reciprocated obligation of members cantered on a social exchange. Bowen and Ostroff (2004) and Bhatnagar (2007) were dependent on social exchange in addition to the norm of reciprocity in developing propositions about the relationships among attitudes of employees, human resource practices, and work effectiveness. The motivational processes of social exchange theory and the norm of reciprocity (Bhatnagar, 2007) may well describe the relationships among work practices, employee commitment and trust-in-management (Wayne, Shore & Liden, 1997; Bhatnagar, 2007).

#### **2.1.4 Turnover intention**

Bester (2012) noted that turnover intention is rarely accurately defined in literature. This is mainly due to the assumption that employees perceive the term to be self-explanatory (Bester, 2012). One of such definitions is given by Lacity, Iyer and Rudramuniyaiah (2008) who explained turnover intention to mean the degree to which an employee plans to leave the organisation. Accordingly, Bester (2012) supported by previous researches regarded turnover intention as the concluding step beforehand that a person decides to actually leave an

organisation. Put simply, turnover intention is the conscious and intentional wilfulness to leave an organisation in which one finds him or herself. Against the background of a theoretical framework by Fishbein and Ajzen's (1975), behavioural intent is an unswerving factor of actual behaviour (Muliawan, Green & Robb, 2009). Numerous researchers argued that turnover intention can be used as a valid substitution for actual turnover (Muliawan, Green & Robb, 2009). Petriglieri (2011) concluded that turnover intention is the outcome of a managing approach used by employees to escape their present work situation.

Lee and Kim (2011) in their study also explained turnover intention as the relative strength of an individual's intent to leave the organisation. In this process, an employee actively considers quitting and begins searching for alternative employment. It is the immediate precursor to actual turnover behaviour (Daly & Dee, 2006; Rai, 2013). Turnover can occur as the result of well thought-out-decisions or as a reaction to unsatisfactory outcomes or poor interpersonal treatment by an authority within an organisation.

Some researchers have proposed that an employee's intention to quit consist of numerous constructs such as thinking of leaving the organisation in addition to an intent to search, and termed it "psychological response to definite organisational conditions" which are based on a variety of organisational withdrawal behaviours (Griffeth, Hom & Gaertner, 2000; Carmeli, 2005). These comprise: the intent to search for job somewhere else; the intent to leave, and also conducts like absenteeism, lateness, and then actual turnover. A research by Firth, Mellor, Moore and Loquet (2004) proposed that turnover intention would be useful in explaining the level of employees' loyalty to their organisations. Thus, once an employee becomes mindful of this fact, that employee would begin to depict withdrawal behaviours such as lateness, absenteeism, and/or intent to retire.

Researchers have testified that turnover intention comprises a sequence of processes, which include thinking of leaving, intents to search and quit (Mobley, 1982; Kuean, Kaur & Wong, 2010; Heydarian & Abhar, 2011). Thus, proactive measures may be adopted by the organisation to control the actual turnover if it is aware of the turnover intention of its employees. Mobley, Griffeth, Hand and Meglino (1979) and AlBattat, Som and Helalat (2013) observed that the intention to quit is influenced by a series of factors, namely organisational factors, individual factors, job-related and labour market expectations, and individual values. The intention to quit then ultimately influences the actual quitting behaviour.

The present study intends to study the individual factors influencing turnover intention among employees especially focusing on the personality characteristic from various individual factors. For many organisations turnover can be very costly (Van Dick, et al, 2004). Theorists have tried to explain turnover with a number of concepts, but some of the psychological processes underlying the withdrawal from the organisation still have to be unravelled. Emberland and Rundmo (2010), Kumar Mishra and Bhatnagar (2010), and Oluwafemi (2010) in their research considered turnover intention as having a negative effect on factors of work such as perceptions of job insecurity and other counterproductive activities. Given the current high profile debate with regard to turnover intention, it has been predicted as an important outcome variable in organisational justice literature as well as a leading area of research in times past (Masterson, Lewis, Goldman & Taylor, 2000).

These include theories as proposed by Mobley's quitting model (1977), motivation (Equity), organisational justice, as well as the social exchange theory. Researchers like Lee, Mitchell, Wise and Fireman (1996) and Mitchell and Lee (2001) have described prevailing models of turnover as one-dimensional (simplistic) and maintained that an employee's decision to leave

an organisation can occur in different ways. The unfolding model of voluntary turnover was developed to provide an alternative theory explaining the manner and reasons for employees staying or leaving an organisation and the psychological and behavioural paths followed when quitting. This was viewed as an improvement of the Mobley model which also deliberated the turnover process.

An equally significant aspect of turnover is the study by Folger (2001), Folger and Cropanzano (1998) and Greenberg on the Organisational Justice Theory (1985) which is a build-up on John Stacey Adams Equity Theory (1965) as cited in Miner (2015). These theories have been adopted in most studies since fairness, or justice, have been established as important factors leading to employee satisfaction in the manufacturing industry. Equity theory suggests that employees' motivation or satisfaction is based on what they consider as fair in comparison with others (Shami, Ali & Rehman, 2010). Accordingly, Gogia (2010) proposed that the Equity Theory is also called the Social Comparisons Theory or Inequity Theory since it deals with social relationships and issues of fairness and unfairness. Adding to turnover, organisational justice as proposed by Foster (2010) expands on an employee's perceptions of fairness within the organisation. This is based on the premise that an employee of an organisation may cultivate positive attitudes and behaviours when they are treated fairly in terms of techniques and processes. Despite these theories, the popularity of the social exchange theory (Blau, 1964) remains largely important.

### **Social Exchange Theory**

Over the years, researches have adopted the social exchange theory as the theoretical underpinning for employee-employer relations (Coyle-Shapiro & Conway, 2005). Social exchange has been described as cooperation between two or more parties which results in a mutual benefit for all parties (Robinson, Kraatz & Rousseau, 1994). This theory can be traced

to Blau (1964) and Gouldner (1960) and states that social exchanges involve a concerned obligation in a relationship, in which one person does the other a favour which leads to an expectation of some undetermined future return. The social exchange theory suggests that employees who enjoy favourable benefits and treatments in their organisations tend to feel obligated to repay these favours. Also, the relationship between organisational outcomes like turnover intention and commitment has been clarified using the social exchange theory (Blau, 1964). Thus, the theory states that an individual will feel obligated to repay favourable benefits and/or treatment offered by the organisation.

Tansky and Cohen (2001) made evident in their research that embedded obligations and trust form the foundation of social exchange. Cropanzano and Mitchell (2005) in their research described the social exchange theory as consisting of relationships which evolve over time into trusting, loyalty, and mutual commitments between the parties. Thus, the social exchange theory is used for this research to investigate the mediating role of psychological empowerment in the relationship between personality traits and job outcomes (organisational commitment and turnover intention).

## **2.2 Empirical review**

There have been considerable advances in recent years in the understanding of how employee empowerment might be linked with job outcomes. This has led to scholars pointing a number of areas such as commitment, motivation, turnover and performance, in which more research is needed (Spreitzer, 1995; Menon, 2001). The idea of empowerment has been described from diverse viewpoints over the years. From the transfer of organisational control (Kanter, 1977, 1983), delegation (Burke, 1986), enhancing self-efficacy by decreasing powerlessness (Conger & Kanungo, 1988) to increasing intrinsic task motivation (Thomas & Velthouse, 1990).

This evolution of empowerment has also led to Thomas and Velthouse (1990), building on the Conger and Kanungo (1988) cognitive empowerment model, and describing psychological empowerment as inherent task motivation. These numerous perceptions of empowerment which may be as a result of situations and times have made it difficult to define. Presumably, employee empowerment is not only instigated to alter employee perceptions, but also to nurture and encourage proactive behaviours that can have an effect on organisational outcomes. Up until recently, an explanation for this shortcoming was a lack of particular behaviourally based mechanisms to assess individual empowerment (Boudrias, Gaudreau, Savoie & Morin, 2009).

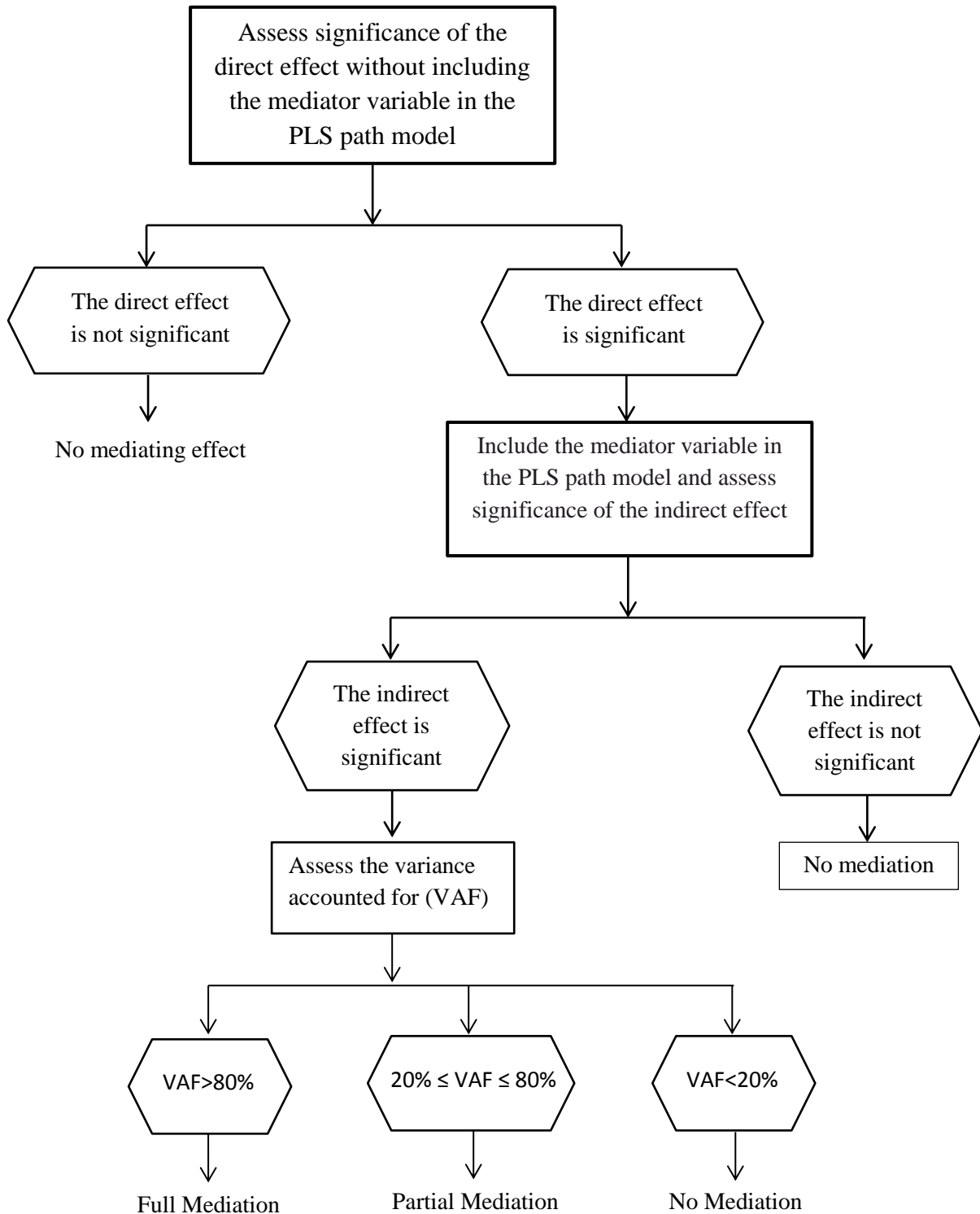
As stated earlier, the focus on this research is on the psychological empowerment of employees. The concept of psychological empowerment, as described by Pieterse, van Knippenberg, Schippers and Stam (2010) is “a motivational construct originating in an employee’s perception of having choice in initiating and regulating actions, having the ability to perform the job well (self-efficacy), being able to have an effect on the environment, and the meaningfulness of the job”. Additionally, this is explained as the internal aspects of an emotional inspiration process which results from an individual’s own experiences and beliefs about his or her work role (Thomas & Velthouse, 1990). Laschinger, Read, Wilk and Finegan (2014) found that structural empowerment was a precursor to psychological empowerment.

Currently, psychologically empowering employees to take the initiative in addressing company problems is one of the ways that can help organisations attempt to gain competitive advantage in the global market (Michna, Meczynska, Kmiecniak, & Sekowska, 2011) and for this reason, there is the need for companies to psychologically empower their employees. Even at the time when improving efficiency in production methods was the preoccupation of most businesses, scholars like Fredrick Taylor, Henri Fayol, and Mary Parker Follett

recognized the importance of initiative of the individual in the organisational setting. Taylor proposed that organisations “pay men” and not the positions that they held (Wren & Bedeian, 2009). Studies have shown that although Taylor intended this to address the problem of employees’ deliberate lessening of productivity, there was also another side to it; he intended that organisations reward individuals for engaging in self-initiated behaviours that advanced organisational goals and objectives (Wren & Bedeian, 2009). Another scholar, Fayol proposed that even at the cost of employees making mistakes, management should encourage them to accept responsibility and engage in initiative-taking (Spatig, 2009).

Research has linked psychological empowerment to personality compositions (Manojlovich & Laschinger, 2002; Lin & Rababah, 2014), and also to job-related outcomes, such as organisational commitment (Purdy, Laschinger, Finegan, Kerr & Olivera, 2010; Laschinger, Nosko, Wilk & Finegan, 2014). Other research literature has looked into the linkages of psychological empowerment and organisational commitment (Liu, Chiu & Fellows, 2009; Ahmad & Oranye, 2010; Raub & Robert, 2013), and turnover intention (Cai & Zhou, 2009; Bhatnagar & Biswas, 2012). Thus, the focus of this study therefore remains the experiences of individual personalities who are encouraged psychologically in their day-to-day obligations which may both boost their commitment to the organisation and reduce turnover intention to the barest minimum.

Figure 2.1: Mediator Analysis Procedure in PLS-SEM (Hair, Hult, Ringle & Sarstedt, 2014)



To test for mediation, the Preacher and Hayes (2004, 2008) formula which requires bootstrapping the sampling distribution of the indirect effect should rather be followed. This

is because, it works for simple and multiple mediator models (Hair et al. 2014; Preacher & Hayes, 2008). The bootstrapping approach is deemed to be best suited for PLS-SEM as it makes no assumptions concerning the form of variables or sampling distribution of the statistics. It also can be applied to small sample sizes with more confidence, not forgetting a good exhibition of a higher level of statistical power compared with the Sobel's test (Hair et al. 2014). The procedure for the bootstrapping procedure is shown in Figure 1 above.

If the mediator is not included in the model, the direct effect should be significant; though this is not a necessary condition (Zhao, Lynch & Chen, 2010). It is important to note that if the relationship is significant, the mediator may well absorb some of the effect if not the entire effect. Therefore, the mediator analysis is continued only if a significant direct path relationship exists between the exogenous and endogenous latent variables. To continue, the indirect effect must be significant before the mediator can be included. Also, the significance of each path is a necessary requirement.

The mediator would then absorb some, if not all of the direct effect if the indirect effect is significant. The variance accounted for (VAF) is what controls the magnitude of the indirect effect in relation to the total effect (direct effect plus indirect effect). At this stage, it is now possible to determine the degree to which the variance of the dependent variable is directly explained by the independent variable and how much of the target construct's variance is explained by the indirect relationship through the mediator. If the indirect effect is significant but does not absorb any of the exogenous latent variable's effect on the endogenous variable, the VAF is rather low. This occurs when the direct effect is high and declines only very slightly after a mediator variable with a significant but very small indirect effect is included.

### **2.2.1 Personality and organisational commitment**

Organisations have been faced with the challenge of having a committed workforce to enable them feature in the international economic competition (Srivastava, 2013). With the increasing importance of the present worldwide environment, studies on organisational commitment continue to remain an important issue for both academicians and practitioners.

Employees who are actively involved in affective commitment stay in the organisation because they want to stay; those influenced by continuance commitment stay because they need to stay while those influenced by normative commitment feel they ought to stay. Thus, organisational commitment reveals the emotional connection of the employee with the principles, aims, as well as missions of the organisation he or she finds him or herself (Landsman, 2008; Jaskyte & Lee, 2009; Rai, 2013).

Over the past two decades, advances in theory and methods have brought about a revitalization of personality psychology. The five major proportions, openness to experience (also labelled Intellect), conscientiousness, extraversion, and neuroticism, explain most of the meaningful variance in personality. Research has also made the case that personality traits is a predictor of organisational commitment (Robbins & Judge, 2012). Studies investigating the relationship between personality traits and organisational commitment are very scarce (Erdheim, Wang & Zickar, 2006; Tziner, Waismal-Manor, Vardi & Brodman, 2008; Zettler, Friedrich & Hilbig, 2011). Accordingly, it would be worthy for additional empirical research to examine the relationship between personality traits and organisational commitment. Thus, just few studies have observed the relationship between employee personality traits and organisational commitment. One of such studies was conducted by Erdheim, et al., (2006). Their studies found that extraversion was positively related with affective, normative and continuance commitment; low emotional stability, conscientiousness and openness were

significantly related to continuance commitment; and agreeableness was significantly related to normative commitment. Another was conducted by Tziner et al., (2008) and found that agreeableness, openness and conscientiousness were significantly associated with commitment in general.

This research concentrates on conscientiousness, extraversion and neuroticism. Persons with high conscientiousness are recognised as a best trait predictor of job performance (Giluk, 2009; Matzler, Renzl, Mooradian, von Krogh & Mueller, 2011). Choi, Oh and Colbert, (2015) examined the relationships between the Five-Factor Model of personality traits and the three dimensions of organisational commitment (affective, normative, and continuance commitment) and their variability across individualistic and collectivistic cultures. They studied 55 independent samples from 50 studies (N=18,262) and concluded that all traits had positive relationships with affective commitment; all traits had positive relationships with normative commitment; and emotional stability and extraversion had a negative relationships with continuance commitment. This research established that extraversion was positively linked to affective, normative and continuance commitment; while neuroticism and conscientiousness were significantly related to continuance commitment (Choi, et al., 2015; Erdheim, et al., 2006).

### **2.2.2 Personality traits and turnover intention**

Early literature on turnover intention pointed out that an employee would initiate the course of cessation of his or her relationship with the organisation only when there is perceived desirability to do so and there is a perceived possibility of such ease of movement (Steel & Lounsbury, 2009; Swider, Boswell & Zimmerman, 2011). This apparent desirability of closure of employer–employee relationship is called turnover intention. Turnover intention is described as the individual’s intent to voluntarily leave the organisation. Intents are

significant to study because they act as predictors of an individual's discernment and judgement (Simpson, 2009; Harman, Blum, Stefani & Taho, 2009; Gnanakkan, 2010). Studies conducted by Emberland and Rundmo (2010), Mishra and Bhatnagar (2010), and Oluwafemi (2010) considered turnover intention as having a negative effect on factors of work such as perceptions of job insecurity and other counterproductive activities.

Thus, the psychological empowerment perspective studies have shown combinations of many trial results which have specifically included the relationship between the Big Five personality traits and turnover (Barrick and Mount, 1995; Salgado, 2002; Zimmerman, 2008). Barrick, Mount, and Judge (2001) summarised the results of 15 prior meta-analytic studies that had investigate the Five-Factor model personality traits and performance and resolved that conscientiousness is a valid predictor across outcomes (performance) in all occupations; neuroticism also was found to be a generalised predictor but less consistent with conscientiousness. Salgado (2002) and Zimmerman (2008) in their research resolved that the meta-analyses carried out showed that conscientiousness, extraversion and emotional stability predicted the turnover behaviour. Considering the relationship between these variables, a common underlining theme appears to be constant in these studies: the relationship between personality traits and turnover intention should continue to be studied.

Some effects of turnover have been stated by Blomme, Van Rheede and Tromp (2010) and discovered that top management perceive low turnover as problematic in organisations and linked it to a lack of innovation, company blindness, and low flexibility. This is reflected in Benson's (2006) study which shows that participation in tuition-reimbursement, which provides more general and marketable skills, was positively related to intention to turnover. Having considered such problems, it is important to note that turnover intention may have positive and negative sides in every organisation.

Some evidences have been provided by researchers who have argued that managers do not necessarily perceive turnover as negative all the time. For instance, most organisations prefer well-performing employees to stay and underperforming employees to leave. On the other hand, it is specifically the former who will be most employable, have the best chance of finding new workplaces and would consequently, be particularly susceptible to turnover intention. This further emphasizes that employable employees are more prone to turnover as indicated by Schyns, Torka and Gossling (2007) in their study of turnover intention and preparedness for change. Researchers have also suggested that employees who respond quickly to an unsteady employment situation by changing jobs are being proactive and taking steps to avoid unemployment (Frese, Fay, Hilburger, Leng & Tag, 1997).

Having viewed the effect of turnover intention from an organisation's point, it can also be seen as a positive phenomenon from the employee's perspective when a reason for leaving is in light of better employability where the employee believes he or she is opened to more autonomy, benefits, and challenge. For some, better employability can be a response to the need to adapt to the changing labour market, which requires more flexibility on the employee's part (Hall, 2002).

In the face of such arguments, researchers have responded in a number of ways. Thus, earlier empirical researches to spur many undesirable consequences on organisations as a result of employees' turnover intent have been identified. These adverse effects entail loss of tacit knowledge and social capital (Zhou, Long & Wang, 2009; Zhao, Lu, Wang, Chau, & Zhang, 2012), cost of learning, reduced morale, pressure on other employees (Dess & Shaw, 2001), increased attrition (Amah, 2009; Ongori, 2007), tarnished image and declining productivity (Cohen & Golan, 2007; San Park & Hyun Kim, 2009).

Research on turnover intention has shown it as a good indicator of actual turnover (Radzi, Ramley, Salehuddin & Jalis, 2009; Price, 2001) and a timely discovery of this intention would be more useful than taking actions when actual turnover occurs. Studies have identified that job market perceptions, the perceived quantity and quality of extra-organisational alternatives play an important role in an employee's decision-making regarding turnover and must be taken into account (Mano-Negrin & Tzafrir, 2004; Griffeth, Steel, Allen & Bryan, 2005). Some researchers have also identified potential effects and causes for turnover related to personality traits (Yang, Gong & Huo, 2011; Jeswani & Dave, 2012). Therefore, turnover intention is not the sort of behavioural intent that should be allowed to fester among employees for a long time within an organisation since it is conceived as being negatively associated with employees. The relationship between personality traits and turnover intention is discussed below.

Extraversion is usually perceived as a positive characteristic since it relates to the overall sociability, human contacts, and assertiveness. People termed "extraverts" are prone to experience optimistic emotions (McCrae & Costa, 1992). Extraversion has significant inverse effect on turnover intention (Salgado, 2002).

Neuroticism as a trait represents an individual's tendency to show weak emotional adjustment and experience undesirable effects such as nervousness, insecurity and unfriendliness (Barrick & Mount, 1991). Emotional stability (low neuroticism) has significant inverse effect on turnover intention (Salgado, 2002).

### **2.2.3 Psychological empowerment and organisational commitment**

Research has also studied to an extent, the relationship between psychological empowerment and affective commitment (Laschinger, Finegan, Shamian & Wilk, 2004; Karatepe & Aga, 2012; Katsaros & Nicolaidis, 2012). Affective commitment singles out from other

dimensions of commitment like continuance and normative commitment. This is due to the fact that affective commitment reveals a deep relationship between the employee and the organisation. Organisational commitment, mostly affective commitment, is referred to as the “psychological bond” an employee has towards his or her establishment (Meyer & Allen, 1997; Gardner, Wright & Moynihan, 2011). The psychological state of commitment stimulates an employee to pursue activities that bring value to not just him or her but also to the organisation. Frequently, however, the behavioural consequence of affective commitment is continued employment with the organisation (Meyer & Allen, 1997; Meyer, Stanley, Herscovitch & Topolnytsky, 2002; Gardner, Wright & Moynihan, 2011). The development of this concept by Meyer and Allen was largely dependent on Mowday, Steers and Porter’s (1979) concept of commitment, which was also drawn on earlier works of Kanter (1968).

The relationship between psychological empowerment and organisational commitment has been demonstrated in various studies (Liden, Wayne & Sparrowe, 2000). Similarly, a number of researches have also showed that organisational commitment bears a strong relationship to employee empowerment (Carson, Carson, Roe, Birkenmeier & Phillips, 1999; Janssen, 2004; Kahalel & Gaither, 2005). A research by Rawat (2011) examined the effect of psychological empowerment on commitment of employees and concluded that psychological empowerment led to commitment at the workplace. Dewettinck, and van Amejide (2011) and Liden et al. (2000) also argued that a sense of meaning (which is an aspect of psychological empowerment) in the job contributes to a higher level of (affective) commitment. Based on the above discussion of empirical review made, the researcher agrees with these studies that psychological empowerment influences organisational commitment (affective, continuance and normative) hence has a significant positive relationship.

#### **2.2.4 Psychological empowerment and turnover intention**

In reviewing turnover intention literature of employees, research indicates that literature has focused on empowerment as a predictor variable (Ingersoll, 2001; Moynihan & Landuyt, 2008). Also, much of the research on turnover conducted explores how turnover behaviour is influenced by organisational characteristics related with management style, empowerment, and work schedules (Hayes, et al., 2006). Likewise, research has also shown that organisations have to ensure that their practices (empowerment) aim to embed employees extensively into a web which would lead to social interactions (Allen & Shanock, 2013) since it influences turnover decisions.

Though research has established that empowerment is associated with some job outcomes, a direct link with turnover was not determined (Hayes, et al., 2006). Larrabee, Janney, Ostrow, Withrow, Hobbs and Burant (2003) established that the key predictor of turnover intention was job dissatisfaction which may lead to turnover and also the main predictor of job satisfaction was employee psychological empowerment. This means that employees would be psychological empowered because they are satisfied and this would lead to reduced turnover intention. A number of researchers also found a negative connection between employee empowerment and turnover intention (Moynihan & Landuyt, 2008; Yang & Lee, 2009). However, this relationship found is largely weak rather than strong (Yang & Lee, 2009). For instance, a research by Moynihan and Landuyt (2008) used a sample of 34,668 state government employees and found a significant relationship between empowerment and turnover intention. Taking into consideration their larger sample size, this relationship (0.05 significance level) was a weak one. Thus, though empirical outcomes of psychological empowerment and turnover intention are seen as varied, this study suggests there is a significant indirect relationship between psychological empowerment and turnover intention.

### **2.2.5 Personality traits and psychological empowerment**

The distinguishing factors of truly outstanding organisations as realised by many, are the attitudes and behaviours of the employees (De Zilva & Wong, 2012; Dewettinck & van Ameijde, 2011; Quinn & Speitzer, 1997). To improve organisational productivity as well as competitiveness, it is essential for employees to provide not only exceptional performance in the face of today's constantly changing environment, but also to attend to the changing needs of customers (Raub & Robert, 2013). Due to this, organisations have attempted to attain a competitive lead through the implementation of mechanisms that will enable them to select and retain employees who would outpace competitors (Sutherland, De Bruin & Crous, 2007; Ismail, Mohamed, Sulaiman, Mohamad & Yusuf, 2011; Rai, 2012). Research on employee effectiveness and outcome has revealed that some situational and dispositional factors might possibly affect an employee's performance (Rothmann & Coetzer, 2003; Sutherland, et al., 2007). Situational factors entail organisational policies and procedures, management practices, autonomy, and teamwork (Aryee, Walumbwa, Seidu & Otake, 2013; Auh, Menguc & Jung, 2014). Dispositional factors include personality characteristics, attitudes, preferences, and cognitive ability of employees (Douglas, Frink & Ferris, 2004; Yusoff, Esa, Mat Pa, Mey & Aziz, 2013).

A noticeable situational factor that has been proven to influence employee performance is employee empowerment (psychological and organisational level) (Joo & Lim, 2013; Raub & Robert, 2013). For dispositional personality factors the most researched factors that are believed to influence employee performance is conscientiousness (Barrick, et al., 2001; Holladay, David & Johnson, 2013; Vecchione, Dentale, Alessandri & Barbaranelli, 2014). Conscientiousness is a component of the Big Five-factor model of personality which includes neuroticism, extraversion, openness, agreeableness and conscientiousness (McCrae & Costa, 1997).

Research by Sutherland, et al., (2007) stated that personality is the best predictor of performance and that workers who performed effectively in this domain were more likely to behave in a methodical, empathetic manner and be more focused on achievement. Conscientiousness has proved to be the best trait predictor of performance in the workplace (Carlos & Rodrigues, 2015; García-Izquierdo, Vilela & Moscoso, 2015; Guay, Choi, Oh, Mitchell, Mount & Shin, 2015). Barrick and Mount (1991) examined the legitimacy of the Big Five personality model for numerous occupational groups and found that the importance of conscientiousness could be generalised across most occupational groups and criterion types.

The relationship between conscientiousness and employee outcome has shown potential in explaining employee behaviour. Research has shown significant correlations between conscientiousness and outcome via employee outcome (Barrick, Mount, & Li, 2013; Fine, Goldenberg & Noam, 2015). Conscientiousness showed a positive effect on personality composition, and decision quality through psychological empowerment (Bell, 2007; Dierdorff, Bell, & Belohlav, 2011; Lin & Rababah, 2014) It is therefore reasonable to conclude that employees who show a high level of conscientiousness will be more likely to engage in goal-directed, strong-willed and determined behaviour, which employers would evaluate favourably than employees who report lower levels. It is therefore hypothesized that

When employees feel the organisation emphasizes employees' personal contribution and welfare, they tend to develop a sense of obligation towards the organisation (Chiang & Hsieh, 2012). Extraversion is the degree of optimism and positive affectivity (Costa & McCrae, 1992). Employees who exhibit a high level of extraversion feel more competent in themselves, and therefore have a more positive assessment of the power they obtain (LePine, Buckman, Crawford & Methot, 2011; O'Neill & Allen, 2011). Extraverted people like to mingle and work with others, which helps to advance organisational goals. Employee who

are thought to be extraverts foster the exchange of ideas as well as flow of information among members, which usually increases member psychological strength when facing challenging tasks (Bendersky & Shah, 2013; Blickle et al. 2015). Extraverted people tend to express self-confidence, dominance, and keenness in execution of task, and so are credited with high status and habitually selected for positions (Anderson & Kilduff, 2009). A research by Lin and Rababah (2014) in their study on personality used a survey data from more than 700 executives in 210 firms in a Middle Eastern country and concluded that extraversion has a positive effect on personality composition, and decision quality through psychological empowerment.

Also Lin and Rababah (2014) in their study on personality used a survey data from more than 700 executives in 210 firms in a Middle Eastern country and concluded that extraversion has a positive effect on personality composition, and decision quality through psychological empowerment. On the other hand, some researchers have stated that extraverts are often poor listeners and unreceptive to others' input (Grant, Gino & Hofmann, 2011; Judge, Piccolo & Kosalka, 2009), which can limit their effectiveness at interdependent tasks execution (Furnham & Fudge, 2008; Turban, Stevens & Lee, 2009). Furthermore, extraverted members are mostly willing to discuss ideas with others and seek submissions in the policymaking (Porter et al. 2003).

Neurotism is the extent of emotional instability and negative affectivity (Costa & McCrae, 1992). Neurotic employees tend to express fretfulness, withdrawal, and emotional instability, earning a rather lower status hence rarely emerging (Bendersky & Shah, 2013; Templer, 2012). A study by Lin and Rababah (2014) on the mediating role of psychological empowerment in personality composition, and decision quality concluded that neuroticism has a negative effect on psychological empowerment. Bendersky & Shah, 2013 challenged the extraversion-neurotics thinking and examined the downfall of extraverts and rise of

neurotics in task groups. They conducted a longitudinal study of masters of business administration (MBA) student groups and concluded that neurotics gained more status over time and have an advantage of status immobility which benefits the organisation in the long run.

Researchers have found that neuroticism makes people more likely to encounter conflicts with others, which can harm their social connections and may develop high-pressure climate characterized by negative stereotypes, self-serving biases, and emotional conflicts (Rivas, 2012). Under such circumstances, members are less likely to have positive interpretation of their tasks (Becker, Cropanzano & Sanfey, 2011). Low neuroticism means greater emotional stability, which eventually might generate a relaxed atmosphere that encourages cooperation and thus might in due course engage in less disruptive behaviour of employees (Bell, 2007) and thus enhance members' psychological state of empowerment (Chen, Sharma, Edinger, Shapiro & Farh, 2011; Zhou, Wang, Chen & Shi, 2012).

### **2.3 Conceptual framework**

Figure 2.2 illustrates the conceptual framework proposed for the present study. It can be seen from the diagram that the study proposes to examine:

- The direct relationship between personality traits and job outcomes;
- The direct relationship between empowerment and job outcomes; and
- The possible mediating role of psychological empowerment personality traits and its relationship with job outcomes.

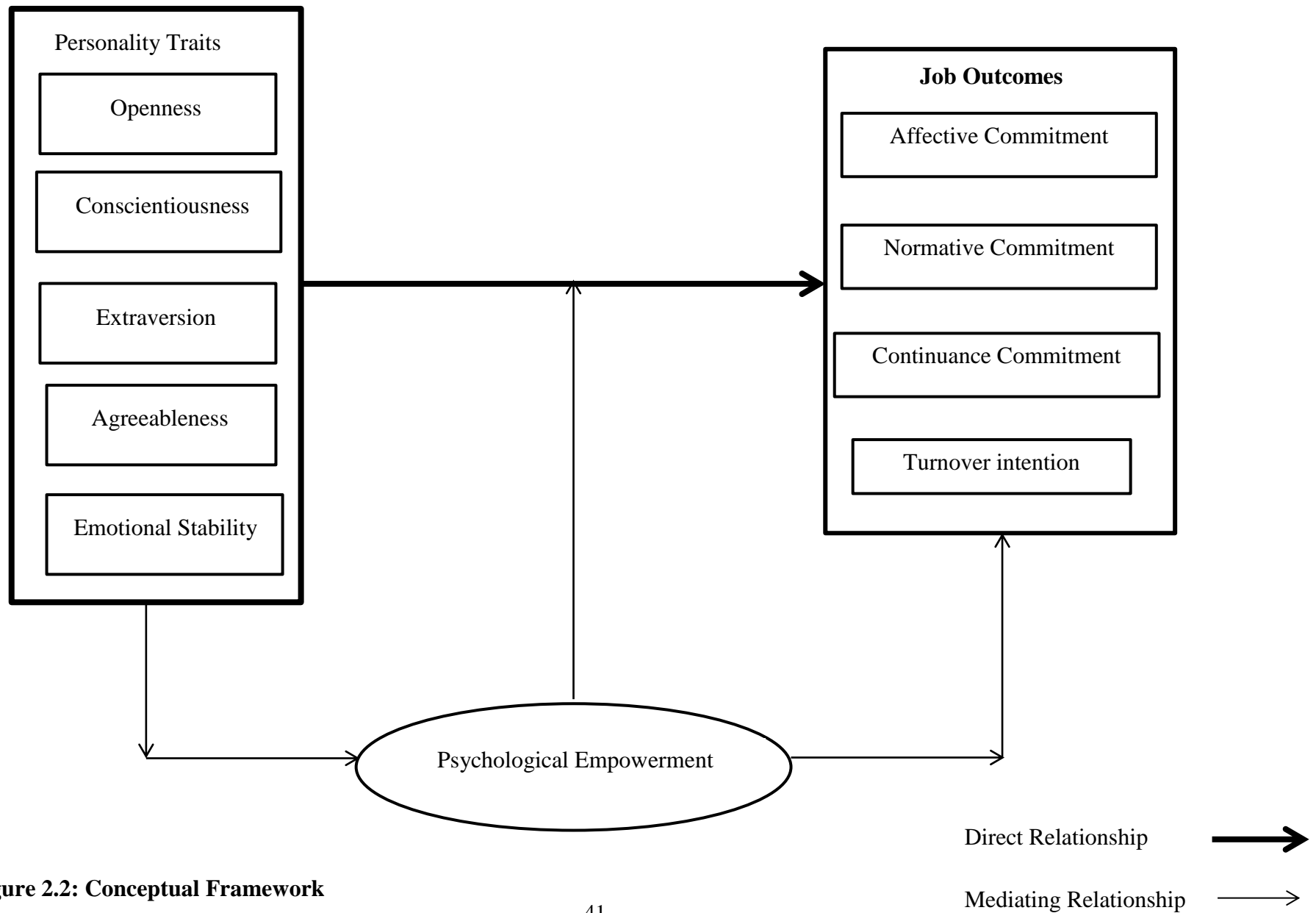


Figure 2.2: Conceptual Framework

## 2.4 Hypotheses

In view of the preceding discussion, the following hypotheses were proposed:

*H1a: There is a significant relationship between openness and affective commitment*

*H1b: There is a significant relationship between conscientiousness and affective commitment*

*H1c: There is a significant relationship between extraversion and affective commitment*

*H1d: There is a significant relationship between agreeableness and affective commitment*

*H1e: There is a significant relationship between neuroticism and affective commitment*

*H2a: There is a significant relationship between openness and normative commitment*

*H2b: Conscientiousness and normative commitment have a significant relationship*

*H2c: There is a significant relationship between extraversion and normative commitment*

*H2d: There is a significant relationship between agreeableness and normative commitment*

*H2e: There is a significant relationship between neuroticism and normative commitment*

*H3a: There is a significant relationship between openness and continuance commitment*

*H3b: Conscientiousness and continuance commitment have a significant relationship*

*H3c: There is a significant relationship between extraversion and continuance commitment*

*H3d: There is a significant relationship between agreeableness and continuance commitment*

*H3e: There is a significant relationship between neuroticism and continuance commitment*

*H4a: There is a significant relationship between openness and turnover intention*

*H4b: There is a significant relationship between conscientiousness and turnover intention*

*H4c: There is a significant relationship between extraversion and turnover intention*

*H4d: There is a significant relationship between agreeableness and turnover intention*

*H4e: There is a significant relationship between neuroticism and turnover intention*

*H5a: There is a significant effect of psychological empowerment on affective commitment*

*H5b: There is a significant effect of psychological empowerment on normative commitment*

*H5c: Psychological Empowerment has a significant effect on continuance commitment*

*H6: There is a significant effect of Psychological Empowerment on Turnover Intention*

*H7a: Psychological empowerment mediates the relationship between openness and affective commitment*

*H7b: Psychological empowerment mediates the relationship between conscientiousness and affective commitment*

*H7c: Psychological empowerment has a mediating effect on the relationship between extraversion and affective commitment*

*H7d: Psychological empowerment mediates the relationship between agreeableness and affective commitment*

*H7e: Psychological empowerment mediates the relationship between emotional stability and affective commitment*

*H8a: Psychological empowerment mediates the relationship between openness and normative commitment*

*H8b: Psychological empowerment mediates the relationship between conscientiousness and normative commitment*

*H8c: Psychological empowerment has a mediating effect on the relationship between extraversion and normative commitment*

*H8d: There exist a mediating effect of psychological empowerment on the relationship between emotional stability and normative commitment*

*H9a: Psychological empowerment mediates the relationship between openness and continuance commitment*

*H9b: The relationship between conscientiousness and continuance commitment is mediated by psychological empowerment*

*H9c: There exists a mediating relationship of psychological empowerment on the relationship between extraversion and continuance commitment*

*H9d: Psychological empowerment mediates the relationship between agreeableness and continuance commitment.*

*H10: Psychological empowerment acts as a mediator on the relationship between personality traits and turnover intention.*

*H10a: Psychological empowerment mediates the relationship between openness and turnover intention.*

*H10b: Psychological empowerment acts as a mediator on the relationship between conscientiousness and turnover intention.*

*H10c: Psychological empowerment mediates the relationship between extraversion and turnover intention.*

*H10d: Psychological empowerment acts as a mediator on the relationship between agreeableness and turnover intention.*

*H10e: Psychological empowerment mediates the relationship between emotional stability and turnover intention.*

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.0 Introduction**

This chapter describes the research design and the various procedures and processes employed to collect data for the study as well as the method of analysis employed in this research. In this chapter emphasis is placed on the research area, research design, population, sample and sampling procedure, data collection instrument (measurement of variables, pre-testing of instruments), reliability, validity, data collection procedure, data analysis, and research approach.

#### **3.1 Research design**

The study employed a quantitative approach. This was because quantitative method allows for testing of several hypotheses using standardized measures (Bhattacharjee, 2012). The results are independent of the researcher hence more accurate and reliable (Dudwick, Kuehnast, Jones & Woolcock, 2006). Robson (2002) asserts that exploratory studies have been acknowledged over the years, as a valuable way of searching for new insights in order to assess phenomenon in a new-fangled and innovative perspective. Thus, the study was exploratory in nature.

The research also employed a cross-sectional research design. This was because it allowed for collecting original data, at one point in time and for the generalisation of findings from a smaller selected group to a larger group (Devetak, Glažar & Vogrinc, 2010). It has no time dimension (does not provide for time sequence) hence making it economical in terms of time and cost. It relied on prevailing variations rather than change following intervention, and selected groups based on their current differences rather than random allocation (Creswell,

2013). The design helped to facilitate inferences based on the research findings. Thus, the design used was seen to be the most appropriate in examining how psychological empowerment mediates the relationship between personality traits and job outcomes (organisational commitment and turnover intention) in Unilever Ghana.

### 3.2 Population and sample size

The research area covered Unilever Ghana which is located in Tema. The population for the research comprised all full-time employees in Unilever Ghana at the Tema plant. Full-time employees are used because they relatively have more information about the policies and practices of the organisation as they spend more time with the organisation. The accessible population was 500 workers. Unilever Ghana as an organisation was chosen because first, actual turnover in Unilever Ghana is a prevailing factor and hence the need to measure turnover intention. Second, there is an ongoing empowerment programme in the organisation. These factors made the organisation target appropriate for the study.

The sample size was determined mainly using Krejcie and Morgan's (1970) sample size determination tables for known population. From Krejcie and Morgan's sample size determination, a population of 500 gives a minimum sample size of 217. For consistency purposes, this is compared with the proposed sample size by Bartlett, Kotrilik and Higgins (2001) which indicates a sample size of 217 with a 0.05 margin of error for a population of 500 workers. After the determination of the sample size, there was the need to select the sample from the entire population. The Krejcie and Morgan formula is expressed as:

$$S = \frac{\chi^2 NP(1-P)}{d^2(N-1) + \chi^2 P(1-P)} \quad (\text{Eqn .1})$$

Where S = required sample size

$\chi^2$  = the table value of chi-square for one degree of freedom at the desired confidence level. At the 5 percent confidence level, the  $\chi^2$  table value is 3.84.

N = the population size

P = the population proportion (assumed to be 0.50 since this would provide the maximum sample size)

d = the degree of accuracy expressed as a proportion (0.05).

Therefore, for a population of 500 full-time workers and assuming a 95% confidence interval, the minimum sample size determined using equation (1) can be estimated as:

$$S = \frac{(3.84 \times 500 \times .50)(1 - 0.50)}{0.05^2 (500 - 1) + (3.84 \times 0.50)(1 - 0.50)}$$

$$S = 217.445 \approx 217$$

Therefore, a minimum sample size of 217 respondents was required for this study. Hence, a total of 250 respondents were sampled in order to satisfy the sampling requirements of both Krejcie and Morgan's (1970) and Bartlett, Kotrilik and Higgins (2001).

### 3.3 Sample and sampling procedure

The study sampled 250 respondents of the total employees of the study organisation because of perceived unforeseen happenings so as to obtain at least the 217 sample size proposed by Krejcie and Morgan. Three different sampling techniques were adopted for this study. First, purposive sampling technique was used in selecting the organisation of study because the target was a manufacturing firm undergoing an empowerment programme and there was perceived attrition rate within the organisation. Second, the stratified sampling technique was

used to divide the employees of the organisation into two namely: managerial and non-managerial staff because it ensures that units from each main group are included and may therefore be more reliably represented and reduce error due to sampling (Langham, 2000). Also, there was the need to understand whether power and authority was centred at the top or disseminated far down the organisation as possible. Third, convenient sampling was adopted to sample the employees at the organisation because of the need for a larger pool of respondents and also the need to avoid bias and get a fair and general response. This helped provide information when higher numbers of respondents were surveyed and this also helped achieve the sample size needed in a relatively fast and inexpensive way (Langham, 2000). Also, it helped ensure against possible human biases and guaranteed that the population was evenly sampled (Panzeri, Senatore, Montemuro & Petersen, 2007). Full time employees were sampled with the help of management. One of the workers was thus assigned to help in the distribution of questionnaires.

### **3.4 Data collection instrument**

A structured questionnaire was used to collect data from participants. This instrument has been suggested by Niazi (2014) as an easier means of data collection. The scales used were adapted from previous literature and were modified to suit and measure the variables under research.

The questionnaire was divided into four sections. Responses to selected items were elicited on a five-point Likert scale ranging from 1 to 5, where 1 = *Least Accurate* and 5 = *Most Accurate*. The first section sought to measure the demographic characteristics of respondents. The next section sought to measure personality traits of employees using Goldberg's (1992) *20item-scale* development of markers for the Big Five-factor structure. Spreitzer's (1995) *12item-scale* measurement of psychological empowerment in the workplace was adapted for

the third section. Five-items adapted from a scale developed by Jaros (2007) on Meyer and Allen's (1991) model of organisational commitment was used to measure organisational commitment in the next section using *20questions*. Lastly, Farrell and Rusbult's (1992) as well as Cohen and Golan's (2007) measurement of turnover intention scale were adapted and modified into *5questions* to suit the research objective.

### **3.4.1 Pre-testing of Instrument**

Pilot testing is very important. Some researchers have pointed out some advantages of pre-testing instruments. For instance, Bell (2005) mentioned that researchers ought to do their best irrespective of how pressed for time they are to pre-test their instruments before use. Thus, a researcher must do his or her best to give the questionnaire a pilot run, since without it, there is no way of finding out whether the questionnaire will do well in the research area you wish to test. Other researchers also stated that a pilot study can disclose shortfalls in the design of a proposed research or technique and these deficiencies can then be addressed earlier and on time before resources are used on a wider scale (Ruxton & Colgrave, 2006). Absar, Azim, Balasundaram and Akhter (2010) have described reliability as the degree of consistency that the instrument or procedure demonstrates irrespective of what is being measured, and does so in a consistent manner. Thus, reliability is the extent to which research is consistent, dependable, and stable over repeated tests. To this effect, there was the need to check for the reliability of the instruments used.

Thus, the scales were piloted at the Promassidor Ghana Company, to ensure both reliability and validity of the questionnaire. Promassidor Company was chosen for the pilot testing because it is within the FMCG and similar to Unilever Ghana. In all, fifty (50) questionnaires were administered and the respondents were given twenty minutes break to answer and return the questionnaires. All 50 questionnaires were completed and returned.

Cronbach's alpha is the most widely used method by researchers. It ranges from 0 to 1 but the satisfactory and mostly acceptable value required is any value greater than 0.6 for the scale to be reliable (Malhotra, 2000). Whereas Cronbach alpha is more commonly used as a measure of reliability, composite reliability is seen to provide a more consistent measure of reliability especially in SEM (Rouibah, Ramayah & May, 2011). However, both tests showed that the items consistently measured the constructs under study since the scores were approximately 0.6 or more (Henseler, Ringle & Sinkovics, 2009). This study recorded a composite reliability coefficient of 0.901 for the overall empowerment constructs. For personality traits, the composite reliability ranged from 0.78 to 0.91; organisational commitment also ranged from 0.84 to 0.88. Finally, turnover intention recorded reliability value of 0.93 meaning that the indicators used to assess various constructs would provide some level of consistency across respondents.

**Table 3.1: Reliability and Validity Indicators for Pilot Study**

<b>Construct</b>	<b>AVE</b>	<b>Composite Reliability</b>	<b>Cronbachs Alpha</b>
Affective commitment	0.512	0.838	0.761
Continuance commitment	0.631	0.836	0.714
Normative commitment	0.792	0.884	0.739
Openness	0.674	0.911	0.881
Conscientiousness	0.632	0.895	0.861
Extraversion	0.543	0.777	0.582
Agreeableness	0.671	0.911	0.88
Emotional stability	0.538	0.822	0.72
Psychological empowerment	0.575	0.901	0.871
Turnover intention	0.758	0.926	0.895

Source: Pilot Study, 2015

### **3.5 Validity**

Validity is means that the data-gathering instrument should measure what it is supposed to measure and looks at how true or accurate the measurement is (Creswell, 2013; Wooldridge, 2012). Validity commonly measures the extent to which the instrument does what it is used for or intended to do.

As such, the content validity which measures whether the individual items of a test represent what the research actually wants to assess was checked by careful examination of the variables. Thus the research instruments were given to an expert in questionnaire development who then used his expertise to help validate the content and construct of the questionnaire.

Construct validity states how well the results attained from the use of the measure fit the theories around which the test is designed. Thus, construct validity shows the extent to which a test measures a theoretical construct or attribute (Sekaran & Bougie, 2010) and this is assessed through convergent and discriminant validity measures (Henseler, Ringle & Sinkovics, 2009). Whereas convergent validity tests the extent to which multiple items tend to measure the same concept and if they are in agreement, discriminant validity on the other hand, measures the magnitude to which items measure distinct concepts (Rouibah, Ramayah & May, 2011).

### **3.6 Data collection procedure**

A prior arrangement was made with management before the administration of the questionnaires. Employees were educated and informed that the purpose of the exercise was to assess their feelings and thoughts on the effect of their personality traits on job outcomes as well as how psychological empowerment influenced their job outcomes. Informed consent

was obtained from respondents and they were also assured confidentiality of any information they provided.

The questionnaires were administered and respondents were given 30 minutes to complete them. The total number of questionnaires distributed was 250 which included management and non-management staff. Out of the 250 questionnaires distributed, 220 were returned and duly completed. This represented 88% of the total questionnaires sent.

### **3.7 Data analysis**

Data was analysed using measures of central tendencies: the mean, mode and standard deviations, as well as frequencies, and percentages. Also bar chart and histogram were used to give pictorial evidence of the data collected. The mean was used as it is the most stable and most widely used index of central tendency and therefore gives a true representation of the population mean.

The data was presented in tables and figures for clearer understanding. The data collected was coded using Microsoft Excel spreadsheet and IBM® SPSS® Statistics Version 20. They were then analysed using SmartPLS® Version 2.0 M3 software (a statistical tool for SEM-PLS). The results were presented using simple descriptive statistics to describe the data. SEM was used to explain as well as predict the relationship between the constructs being studied.

### **3.8 Research approach**

The research approach used for this study was purely quantitative in nature. Quantitative data is particularly useful when the research seeks to obtain opinions from respondents in a structured way to help produce proofs, facts, and statistical information to guide the research and its application in the academia and the world at large (Creswell, 2013).

### 3.8.1 Structural Equation Modelling (SEM)

According to Byrne (2013), SEM is a robust collection of multivariate analysis techniques which specifies the relationships between variables using two main equations: measurement equation and structural equations. The measurement equations test the accuracy of the proposed measurements through the assessment of relationships between latent variables and their respective indicators. The structural equation on the other hand assesses the hypothesized relationships between the latent variables and allows for statistical testing of the hypotheses for the study. In addition, SEM considers the modelling of correlated error terms, correlated independents, interactions, measurement error, nonlinearities and multiple latent independents each measured by multiple indicators (de Carvalho & Chima, 2014).

The traditional regression based approaches which were primarily used before SEM were unable to postulate a complex model structure which could represent the complexities of the multivariate world which was being studied (Jang & Lin, 2008). For instance, in the case of moderating and mediating variables in a study, the relationship may consist of multiple dependent and independent variables or a dependent variable which may be an independent variable simultaneously. Unlike conventional analysis, SEM allows for the inclusion of latent variables in the analyses as well as the use of confirmatory factor analysis to reduce measurement error (Hatcher, 2005; Schreiber, Nora, Stage, Barlow & King, 2006). It also has the capacity to test overall models rather than coefficients individually and allows for analyses of relationships among multiple independent and dependent constructs simultaneously (Gefen, Straub & Boudreau, 2000). These characteristics have led to the increased usage of SEM in various disciplines of social science research in recent years (Allen & Shanock, 2013; Cheung, Myers & Mentzer, 2010).

In order to apply SEM, there are two (2) main approaches that exist and they are; the Variance based approach and the Covariance based approach (CBSEM). The most prominent technique used in the variance based approach is the PLS path modelling while CALIS, EQS, AMOS and LISREL are all software programmes that can be used in the CBSEM approach (de Carvalho & Chima, 2014). This study however employed the PLS method because of its prediction oriented (Vinzi, Trinchera & Amato, 2010), non-parametric, ability to model both formative and reflective measures and also its suitability for small sample sizes (Chin & Newsted, 1999; Hair et al. 2014; Wetzels, Odekerken-Schröder & Van Oppen, 2009).

According to Diamantopoulos and Winklhofer (2001), PLS path modelling algorithm also allows for computation of cause–effect relationship models that employ both reflective and formative measurement models which this study employed.

### **3.9 Ethical consideration**

A cover letter from the University of Ghana Business School, Department of Organisation and Human Resource Management was sent to Unilever Ghana which gave some credence to the study in terms of its ethical standing. Respondents were assured that sensitive information provided would be treated with utmost confidentiality. This was done by providing a container where answered questionnaires were placed. Participants were assured of the privacy of their information, and that their identities would not be revealed. This was also ensured by not asking for their names or social identification number.

## **CHAPTER FOUR**

### **DATA ANALYSIS AND RESULTS**

#### **4.0 Introduction**

This chapter presents results from the data analysed to test the hypotheses. The chapter consists of descriptive and inferential statistics relating to variables studied. The results of the hypothesis tests generated through the PLS-SEM procedure have been presented in a logical manner in tables and diagrams. This chapter also includes demographics of the respondents and a summary of the findings obtained.

#### **4.1 Descriptive statistics**

##### **4.1.1 Background of Respondents**

The profile of the respondents was looked at in terms of age, educational attainment, length of stay in the company, department, and current positions. This was done in order to gain an idea of the ability of the respondents to understand the issues being assessed in this study. Table 4.1 summarises these measures.

**Table 4.1: Demographic Characteristics of Respondents**

		Female (n=106)		Male (n=114)		Total (n=220)	
		N	%	N	%	N	%
Age	21 – 30	43	40.7	21	18.4	64	29.2
	31 – 40	28	26.0	30	26.4	58	26.2
	41 – 50	26	24.7	33	28.7	59	26.8
	51 – 60	9	8.6	30	26.4	39	17.9
	<b>Total</b>	<b>106</b>	<b>100</b>	<b>114</b>	<b>100</b>	<b>220</b>	<b>100</b>
Highest level of educational achievement	JHS/Middle School	4	3.7	4	3.4	8	3.6
	SSSCE/WASSCE	3	2.5	1	1.1	4	1.8
	Commercial/Vocational/ Diploma/Undergraduate Degree	4	3.7	4	3.4	8	3.6
	Postgraduate/Master's Degree	60	56.8	57	49.4	117	53
	Professional Qualification	34	32.1	35	31	69	31.5
		1	1.2	13	11.5	14	6.5
	<b>Total</b>	<b>106</b>	<b>100</b>	<b>114</b>	<b>100</b>	<b>220</b>	<b>100</b>
Duration under current employment	Below 2 years	31	29.6	13	11.5	44	20.2
	2 - 5 years	49	45.7	59	51.7	108	48.8
	6 - 10 years	25	23.5	30	26.4	55	25
	More than 10 years	1	1.2	12	10.3	13	6
	<b>Total</b>	<b>106</b>	<b>100</b>	<b>114</b>	<b>100</b>	<b>220</b>	<b>100</b>
Department/Section	Supply Chain	17	16	33	28.7	50	22.6
	Finance	14	13.6	25	21.8	39	17.9
	Customer Development	22	21	20	17.2	42	19
	Human Resource	21	19.8	1	1.1	22	10.1
	Brand Building	32	29.6	35	31	67	30.4
	<b>Total</b>	<b>106</b>	<b>100</b>	<b>114</b>	<b>100</b>	<b>220</b>	<b>100</b>
Current Position	Senior Level	33	30.9	35	31	68	31
	Middle Level	48	45.7	62	54	110	50
	Lower Level	25	23.5	17	14.9	42	19
	<b>Total</b>	<b>106</b>	<b>100</b>	<b>114</b>	<b>100</b>	<b>220</b>	<b>100</b>

**Source: Field study, 2015**

Shown in Table 4.1, majority of respondents were males consisting 51.8% (114 respondents) out of the total number of respondents (220). Females were 48.2% (106) of respondents. However, the difference in respondents in terms of gender was marginal. This shows that, there was a relatively good balance of males and females in the sample.

The results also indicates that a greater number of female participants in the study were younger than their male colleagues. 66.6% of female respondents were 40 years or younger. For male respondents, 44.8% were found in this age bracket. However, on the whole, 55.4% of respondents were younger than 40 years, indicating that the responses obtained mostly represent the views of the relatively youthful staff of Unilever Ghana.

A high proportion of respondents 206 (93.5%) had at least a first degree or a diploma. Of the 206 respondents, 117 (53%) had obtained first degree, 69 (31.5%) had postgraduate diploma or master's degree, whereas 14 (6.5%) had received a professional qualification equivalent to a degree or diploma program. Even the 20 (9%) respondents who had not attained first degree or diploma had had some level of education. This result indicated that the staff at Unilever Ghana are fairly educated.

The duration of employment indicated that 108 (48.8%) of respondents have worked with the organisation between 2-5years and 55 (25%) have been employed between 6-10 years. Respondents who have been with the organisation for less than 2 years were 44 (20.2%) and 13 (6%) for respondents who have been with the organisation for more than 10 years. The findings showed that 152(69%) of the total respondents had stayed with the organisation for less than 5years.

## **4.2 Why SEM**

SEM generally involves latent variables (variables that are not directly observed (hidden) but are inferred from other variables that are observed or measured directly) with multiple indicators. The relationship between the indicators and the latent variables is specified by the measurement model or outer model. The direction of path relationships which is the causality between the latent variable and its indicators are either described by a reflective or a formative model. According to Henseler, Ringle and Sinkovics, (2009) the reflective

measurement model has its roots in classical test theory as well as psychometrics and thus each indicator reflects certain characteristics of the latent variable. The direction or path of causality is from the construct to the indicators. This means that the observed measures are assumed to reflect variation in the latent variable (changes in the construct are manifested in changes in all of its indicators) (Franke, Preacher & Rigdon, 2008; Howell, Breivik & Wilcox, 2007b). Conversely, for the formative measurement model, it is proper to determine causality from the measures to the construct, rather in the initial stages of model development (Henseler et al. 2009). A formative measurement model signifies a combination of its indicators (Diamantopoulos, Riefler & Roth, 2008).

This study assessed the effects of personality traits on job outcomes specifically organisational commitment and turnover intention, and whether psychologically empowering employees significantly affected the relation. To better understand this, PLS modelling considerations was undertaken. For the PLS modelling considerations, since the criteria for assessing the reflective and formative constructs are unlike, the two constructs were assessed separately. Personality traits and job outcomes (organisational commitment and turnover intention) were treated as reflective constructs while psychological empowerment was modelled as a formative construct based on literature.

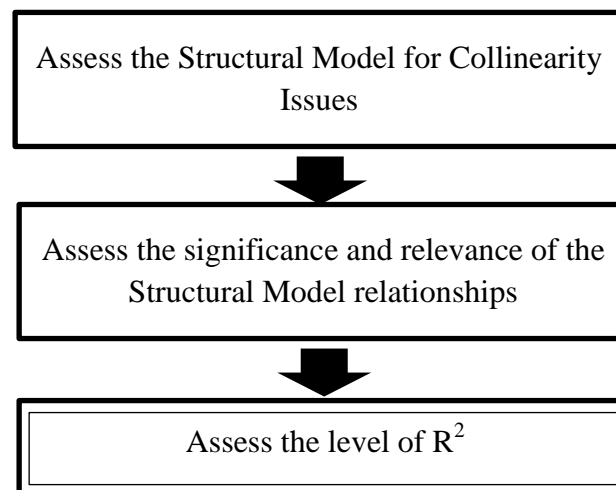
### **4.3 Inferential statistics**

To ensure the use of the SEM-PLS, there is the need to satisfy some basic assumptions. The model is required to conform to some standardized validity and reliability benchmarks in order to ensure that measurement errors are minimized. Hence the measurement model was assessed in this section.

#### 4.3.1 Assessment of Measurement Models

Validations of the indicators used to measure each construct were first assessed. The measurement model helps evaluate the psychometric properties of each measure (i.e. the calculation of item reliability, composite reliability, Average Variance Extracted (AVE), and discriminant validity). For each construct, the measurement model was assessed through the PLS bootstrapping procedure. The guiding principles for determining the significance and relative importance of the factor loadings of each item were implemented using Hair, Ringle and Sarstedt's (2011) procedure.

Figure 4.1: Structural Equation Model Procedure (Hair et al. (2011) procedure)



Measurement model has been well-defined as the mapping of measures on theoretical constructs and this is what model assessment concentrates on. It includes the identification of estimates (which are the correlations) between the variables. A systematic assessment reveals not only the measurement reliability but also the validity of PLS estimates in accordance with certain criteria that are associated with both the formative and reflective models. It is also important to emphasize that though the terms reflective and formative constructs refer to latent variables that are measured with reflective or formative indicators, which are referred to as the (observable) measures (the indicators) that are being modelled as reflective or

formative and not the (unobservable) constructs as such (Diamantopoulos, 2006, p. 15). The structural model however establishes the correlational links between theoretical variables. For the structural model to be interpreted, the measurement model must first be established as fit.

The minimum acceptable guideline for composite reliability is 0.7 (Hulland, 1999). Similarly, Hair et al. (2014) established a rule of thumb of a minimum AVE of 0.5. Thus, a latent variable ought to describe a significant part of each indicator's variance, generally at a minimum of 50%. Table 4.2 highlights the measurement properties of the reflective constructs.

**Table 4.2: Measurement properties of reflective constructs**

<b>Construct</b>	<b>Items<sup>a</sup></b>	<b>Item Loading</b>	<b>Composite Reliability</b>	<b>AVE</b>
Affective Commitment	4(8)	0.6588-0.8642	0.8639	0.6158
Continuance Commitment	3(6)	0.7019-0.7785	0.7842	0.5482
Normative Commitment	2(6)	0.8385-0.8701	0.8440	0.7301
Turnover Intention	3(5)	0.8865-0.9135	0.9306	0.8173
Agreeableness	5(8)	0.6000-0.9157	0.9220	0.7074
Conscientiousness	5(5)	0.7016-0.8802	0.9098	0.6698
Emotional Stability	4(5)	0.6516-0.8035	0.8297	0.5505
Extraversion	5(5)	0.6406-0.8883	0.8993	0.6440
Openness	5(5)	0.8245-0.9168	0.9381	0.7522

<sup>a</sup> Final items numbers (initial numbers)

The item loadings, composite reliability, and AVE of the reflective constructs are shown in Table 4.2. All item loadings are approximately equal to or greater than 0.60, indicating convergent validity at the indicator level. Thus, the results conform to the guidelines as used in Bagozzi and Yi (2012) Hair et al. (2010) and Sguera, Bagozzi and Boss (2011) where it is reported that the standardized item loading must be a minimum value of 0.60 or more.

To achieve both a higher AVE and Composite Reliability, some of the items that had loadings below 0.50 were eliminated in a factor analysis process that ensures validity of

constructs being measured. For conscientiousness, extraversion and openness, all the five (5) constructs were retained because they meet the validity criteria (factor loadings). For the other constructs other than those mentioned earlier, some were eliminated. For instance, for the affective commitment construct, out of the eight items but four items were retained. For continuance commitment, there were six items of which three were retained. Normative commitment had six constructs of which two were selected. Turnover intention had five-items of which two items were eliminated. For agreeableness, three items out of the eight items were eliminated.

Item loadings were also showed on Table 4.2. The item loadings found range from 0.60 to 0.92 within a construct. For example, the affective commitment construct ranged from a minimum loading of 0.66 to a maximum of 0.86. Turnover intention, ranged from 0.8865 to 0.9135; openness also ranged from 0.82 to 0.92. All these signified that the individual questions strongly related the constructs being measured.

Since the composite reliabilities were all above the threshold of 0.7, it indicated that the constructs were internally consistent. Likewise the AVEs were above the threshold of 0.50 which indicated that the items identified were good indicators for the constructs being studied. Thus, the items were all good enough to measure the constructs. An additional concern in the choice of whether to remove an indicator was the degree to which its elimination disturbed the content validity of the research. Occasionally indicators with weaker outer loadings were maintained on the grounds of their influence to content validity. Therefore discriminant validity assessments were also conducted to ensure better model parsimony. The results of which were shown in Table 4.3.

**Table 4.3: Discriminant Validity for Reflective Indicators**

	AffCom	Agr	Cons	ConCom	Emo	Ext	NormCom	Opn	TurnInt
AffCom	<b>0.785</b>								
Agr	0.210	<b>0.841</b>							
Cons	0.208	0.453	<b>0.818</b>						
ConCom	0.471	0.104	0.229	<b>0.74</b>					
Emo	0.064	0.100	0.413	0.322	<b>0.742</b>				
Ext	-0.167	0.218	0.004	-0.126	-0.025	<b>0.802</b>			
NormCom	0.462	0.044	0.142	0.585	0.122	-0.241	<b>0.854</b>		
Opn	0.321	0.203	0.242	0.169	0.227	0.046	0.095	<b>0.867</b>	
TurnInt	-0.075	0.101	0.157	0.022	-0.074	0.189	-0.172	0.023	<b>0.904</b>

Diagonal elements = square root of AVE; off-diagonal elements = correlation between constructs

Discriminant validity measures the degree to which the construct is not a reflection of the other variables. Therefore, it is expected that the correlation between a construct and other constructs would be lower than the square root of the AVE of the constructs (Cheung & Lee, 2010). As shown in Table 4.3, all the correlations among the study variables were within satisfactory levels as suggested by Ho (2006). Table 4.3 measures the degree to which items (personality traits, turnover intention, and organisation commitment) differentiate among constructs or measure distinct concepts.

The two criteria used to assess discriminant validity were the Fornell-Larcker criterion and the cross-loadings. The Fornell-Larcker criterion states that AVE of each latent variable ought to be higher than the squared correlations with all other latent variables in order to ensure discriminant validity. This was to ensure that each latent variable shares more variance with its own block of indicators than with another latent variable representing a different block of indicators.

The second criterion which was the cross-loadings was generally more liberal. As a result, the loading of each indicator was expected to be greater than all of its cross-loadings (Chin,

1998; Götz, Liehr-Gobbers & Krafft, 2010). Although the criterion of Fornell-Larcker evaluates discriminant validity on the construct level, the cross-loadings permits this kind of assessment on the indicator level. A consistent and valid reflective measurement of latent variables must therefore meet all the criteria (Composite reliability, Indicator reliability, AVE, Fornell-Larcker and the cross-loadings). From Table 4.3 above, the square root of AVE for each latent variable was greater than the correlation between the individual constructs. The discriminant validity tests results obtained also gave an indication that the observed items were unique in measuring each of the constructs being studied. Hence, the measurement model demonstrated adequate convergent validity and discriminant validity both at the indicator level and other construct levels.

Table 4.4 presents the measurement properties of the formative construct. Psychological empowerment was measured formatively, primarily based on literature. This is because the four components - competence, impact, self-determination and meaning, form this construct. The bases for assessing formative constructs were different from that of reflective ones. Table 4.4, therefore shows all the metrics used.

**Table 4.4: Measurement properties of formative construct**

Construct	Indicator	Item Weight	T-stat	VIF	P-Value
Psychological empowerment	Emp1	0.707	6.790**	3.081	0.0000
	Emp2	0.693	5.539**	3.433	0.0000
	Emp3	0.493	3.344**	3.736	0.0009
	Emp4	0.391	2.417**	3.919	0.0158
	Emp5	0.421	2.966**	4.167	0.0031
	Emp6	0.399	2.357**	4.582	0.0186
	Emp7	0.356	2.716**	4.208	0.0067
	Emp8	0.135	0.875	4.274	0.3818
	Emp9	0.150	1.176	3.652	0.2399
	Emp10	0.296	2.090	4.049	0.0369
	Emp11	0.573	4.147**	2.367	0.0000
	Emp12	0.620	4.769**	2.059	0.0000

Note: \*\* $p < 0.05$

Table 4.4 shows the item weight, t-statistics and Variance Inflation Factor (VIF). Two cases existed in which a critical examination of whether a particular indicator should form part of the index or not was considered. An indicator is irrelevant for the construction of the formative index because it either did not have a significant effect on the formative index, or because it exhibited high multicollinearity. To check for the initial instance, the significance of the estimated indicator weights of the constructs was assessed (Davison & Hinkley, 2003; Tenenhaus, Esposito Vinzi, Chatelin & Lauro, 2005).

The VIF criterion is used to test for the possibility of multicollinearity at the indicator level. For PLS-SEM, a VIF value of 5 and higher indicates a potential collinearity problem (Hair et al. 2011). Thus, each indicator's VIF value should be lower than 5. If not, consider eliminating indicators, or merging indicators into a single index, or creating higher-order constructs to treat collinearity problems (Hair, Ringle & Sarstedt, 2013).

For the individual formative item, the weight rather than the item loading was examined in addition to the sign, and magnitude. If each item weight is greater than 0.10 (Andreev, Heart, Maoz & Pliskin, 2009) then the sign of the item weight is consistent with the underlying theory. Almost all items were significant at the 0.05 level as indicated in Table 4.4. In addition, all VIF values were less than 5 indicating that multicollinearity was not severe since a VIF value of 5 and higher indicate a potential collinearity problem (Hair et al. 2011). For items which are not significant, because there is theoretical bases to include them in the construct, nomological validity criteria dictate that they should not be deleted for reflective measures. Thus, according to Henseler et al. (2009) formative indicators should never be rejected merely on the foundation of statistical outcomes because such decisions may significantly alter the content of the formative index (Jarvis, MacKenzie & Podsakoff, 2003). Thus, there is the need to keep both significant and insignificant formative indicators in the measurement model as long as this is conceptually justified.

The item weights describe the effect of each formative indicator on the construct. For instance, aside the item weight of 0.13 by Emp 8 and 0.15 by Emp 9 which showed a low effect on psychological empowerment although positive, all other items showed that the individual indicators loaded well and had a good effect on psychological empowerment.

The test-statistics (t-stats) measure the significance of the weights. A t-stats value of 1.96 or more gives the indication that there is a significant effect of the indicator on the construct at a 0.05 significant level (Hair et al. 2009). With the exception of Emp 8 and Emp 9 all the other items were significant at the 0.05 level as indicated in Table 4.4.

#### **4.4 Relationship between Personality traits and Job Outcomes**

The first objective of the study was to examine the relationships between personality traits and job outcomes of employees in Unilever Ghana. To this effect, the following hypotheses were proposed:

*H1a: There is a significant relationship between openness and affective commitment*

*H1b: There is a significant relationship between conscientiousness and affective commitment*

*H1c: There is a significant relationship between extraversion and affective commitment*

*H1d: There is a significant relationship between agreeableness and affective commitment*

*H1e: There is a significant relationship between emotional stability and affective commitment*

*H2a: There is a significant relationship between openness and normative commitment*

*H2b: Conscientiousness and normative commitment have a significant relationship*

*H2c: There is a significant relationship between extraversion and normative commitment*

*H2d: There is a significant relationship between agreeableness and normative commitment*

*H2e: There is a significant relationship between neuroticism and normative commitment*

*H3a: There is a significant relationship between openness and continuance commitment*

*H3b: Conscientiousness and continuance commitment have a significant relationship*

*H3c: There is a significant relationship between extraversion and continuance commitment*

*H3d: There is a significant relationship between agreeableness and continuance commitment*

*H3e: Emotional stability and continuance commitment have a significant relationship*

*H4b: There is a significant relationship between conscientiousness and turnover intention*

*H4c: There is a significant relationship between extraversion and turnover intention*

*H4d: There is a significant relationship between agreeableness and turnover intention*

*H4e: There is a significant relationship between emotional stability and turnover intention*

Personality traits used here examined McCrae and Costa's (1987, 1990) "Big Five" personality traits theory which categorises personality into openness (Opn), conscientiousness (Cons), extraversion (Ext), agreeableness (Agr) and emotional stability (Emo). Job outcomes as used comprised: turnover intention (TurnInt) and organisational commitment. Organisational commitment as used in the study utilised Meyer and Allen's (1991) dimensions of commitment which groups commitment into affective (AffCom), Continuous (ConCom) and Normative (NormCom). Table 4.5 below presents the results of the path coefficients of the structural model. The path coefficient determines the direction (positive or negative relationship) and relative strength of the constructs used.

Table 4.5 below presents the structural model which indicates the causal relationships among constructs in the model (Sang, Lee & Lee, 2010) which includes the estimates of the path coefficients, and the  $R^2$  value, which determines the prediction effect of the model. The  $R^2$  and the path coefficients (loadings and significance) indicate how well the data support and hypothesized model (Chin, 1998; Sang et al. 2010).

Table 4.5: The Test for Model Fitness

		<b>R Squared</b>	<b>Path Coefficient</b>	<b>Std. Error</b>	<b>T Statistic</b>	<b>Sig.</b>
Agr	→ AffCom		0.11	0.11	1.02	0.310
Cons	→ AffCom		0.02	0.08	0.19	0.851
Emo	→ AffCom	0.2388	-0.14	0.10	1.44	0.151
Ext	→ AffCom		-0.22	0.08	2.78**	0.006
Opn	→ AffCom		0.22	0.11	1.98**	0.048
Agr	→ ConCom		-0.01	0.09	0.11	0.909
Cons	→ ConCom		-0.03	0.10	0.28	0.778
Emo	→ ConCom	0.3049	0.16	0.09	1.71	0.087
Ext	→ ConCom		-0.13	0.08	1.72	0.087
Opn	→ ConCom		-0.04	0.09	0.47	0.637
Agr	→ NormCom		-0.03	0.08	0.37	0.709
Cons	→ NormCom		-0.03	0.09	0.37	0.711
Emo	→ NormCom	0.2989	-0.06	0.11	0.53	0.594
Ext	→ NormCom		-0.25	0.08	3.11**	0.002
Opn	→ NormCom		-0.08	0.08	1.08	0.283
Agr	→ TurnInt		-0.05	0.10	0.47	0.641
Cons	→ TurnInt		0.22	0.09	2.32**	0.021
Emo	→ TurnInt	0.0912	-0.19	0.09	2.14**	0.033
Ext	→ TurnInt		0.19	0.11	1.79	0.074
Opn	→ TurnInt		-0.03	0.08	0.34	0.736

\*\* $p < 0.05$ .

Table 4.5 presents the test of the structural model and includes the path coefficients, t-statistics and the coefficient of determination ( $R^2$ ). The coefficient of determination assesses the proportion of the variance in the endogenous variable that can be explained by the exogenous variables. Thus, the  $R^2$  is the proportion of the explained variation compared to the total variation. The  $R^2$  helps to determine how well the model fits the data.

Fields like psychology that usually attempt to predict human behaviour have been found to have low  $R^2$  values which is usually lower than 50%. This is because humans are harder to predict (Barry et al. 2015). Therefore, though there may be structured measurement for assessing or predicting human behaviour, the difficulty to fully predict still remains a

challenge. Furthermore, a low  $R^2$  value but a statistically significant predictor, can still help draw important conclusions about how changes in the predictor values were associated with changes in the response value. Regardless of the  $R^2$ , the significant coefficients still represent the mean change in the response for a unit of change in the predictor while holding other predictors in the model constant (Barry et al. 2015).

For instance, from Table 4.5, the  $R^2$  value of 0.2388 represents the extent to which affective commitment was explained by the personality traits (agreeableness, conscientiousness, emotional stability, extraversion and openness). Also, the  $R^2$  value of 0.3049 shows that about 30% of the variations in the continuance commitment can be explained by the independent variables. Personality traits explained 30% of the variation in normative commitment and 9% of employee turnover intention. Although, these miss the generic 50% mark, the model was still fit. This is because it has conformed to all the validity and reliability assumptions and also to what most researchers like Barry et al. (2015) have asserted.

Starting with how personality traits affect the level of affective commitment (AffCom) of respondents, it was seen that all personality traits, except Emo and Ext showed a positive effect. This notwithstanding, only Opn ( $\beta = 0.22$ ,  $p = 0.048$ ) had a positive and significant effect on AffCom. This means that persons with higher trait of openness are more significantly likely to be affectively committed to the organisation. For the negatives, only Ext ( $\beta = -0.22$ ,  $p = 0.006$ ) has a significant negative effect on AffCom. Consequently, the more Ext a person is, the lesser the chances that that individual will be affectively committed to the organisation. Therefore, it can be deduced from these findings that, only Ext and Opn traits significantly lead to AffCom. It is surprising from their respective path coefficients that, both traits seem to have the same level of effect on AffCom although in opposite directions.

Next, with how personality traits affect the level of continuance commitment (ConCom) of respondents, it was realised that all personality traits, except Emo showed a negative effect. Only Emo ( $\beta = 0.16, p = 0.087$ ) had a positive and significant effect on ConCom. This means that persons with higher trait of Emo are more significantly likely to be normatively committed to the organisation. For the negative effects, only Ext ( $\beta = -0.13, p = 0.087$ ) had a significant negative effect on ConCom. Consequently, the more Ext a person is, the lesser the chances that that individual will be normatively committed to the organisation. However, it can be deduced from these findings that, Emo has a higher effect on ConCom than Ext since it has a higher path coefficient.

Following on how personality traits affect the level of normative commitment (NormCom) of respondents, it was seen that all personality traits, showed a negative effect. This notwithstanding, only Ext ( $\beta = -0.25, p = 0.002$ ) had a significant effect on NormCom. This means that persons with higher trait of Ext are more significantly likely to be less normatively committed to the organisation. Careful assessment of these findings reveals some interest in perspectives. First, Agr and Cons did not have any significant effect on organisational commitment. For Emo, it only significantly affected ConCom whereas Opn only significantly affected AffCom. Only Ext was seen to significantly affect all three organisational commitment dimensions.

Away from organisational commitment, the effects of personality traits on TurnInt were considered. Contrary to what was observed in the preceding paragraph, Ext does not significantly affect TurnInt. However, Cons ( $\beta = 0.22, p = 0.021$ ) and Emo ( $\beta = -0.19, p = 0.033$ ) were seen to have a significant relationship with TurnInt albeit positive and negative respectively. All other traits had no significant effect on TurnInt as well.

#### 4.5 Effect of psychological empowerment on job outcomes

This section examined the second objective of the research- to assess the effect of psychological empowerment on job outcomes of employees in Unilever Ghana. To this effect, the following hypotheses were proposed and tested using the multiple regression analysis of SEM.:

*H5a: There is a positive and significant effect of psychological empowerment on affective commitment*

*H5b: There is a positive and significant effect of psychological empowerment on normative commitment*

*H5c: There is a significant effect of Psychological Empowerment on continuance commitment*

*H6: There is a significant effect of Psychological Empowerment on Turnover Intention*

**Table 4.6: Psychological Empowerment and Job Outcomes**

		<b>Path Coefficient</b>	<b>Std. Error</b>	<b>T Statistic</b>	<b>Sig.</b>
PsyEmp	→ AffCom	0.32	0.17	1.81	0.071
PsyEmp	→ NormCom	0.55	0.12	4.71	0.000
PsyEmp	→ ConCom	0.49	0.11	4.46	0.000
PsyEmp	→ TurnInt	0.11	0.14	0.80	0.423

Table 4.6 showed that the relationship between psychological empowerment and normative commitment as well as ConCom were significant at a 5% level of significance. This meant that psychological empowerment affected both normative and continuance commitment. Increase in psychological empowerment led to increase in all three forms of organisational commitment. Conversely, the relationship between psychological empowerment and normative or continuance commitment was stronger and significant as compared to affective commitment. There was an insignificant relationship between psychological empowerment

and affective commitment as well as turnover intention signifying that employee psychological empowerment will not influence their affection for their work roles and their intention to quit.

#### **4.6 Mediation effect of empowerment on personality traits and job outcomes**

Mediation focuses on a theoretically established direct path relationship between a dependent and an independent variable, as well as on an additional theoretically relevant component which was usually termed as the mediator, which indirectly provides information on the direct effect via its indirect effect from independent to the dependent via mediator. A commonly used approach for testing mediating effects is the Sobel (1982) test, which examines the relationship between the independent variable and the dependent variable compared with the relationship between the independent variable and dependent variable, including the mediation construct (Helm, Eggert & Garnefeld, 2010).

Though the Sobel's (1982) test has been commonly used over the years to assess the mediating effects (Helm, Eggert & Garnefeld, 2010) it relies on distributional assumptions, which usually do not hold for the SEM-PLS indirect effect. This was why Preacher and Hayes (2008) bootstrapping approach was used. The bootstrap resampling method was considered to give a solution to the problem of small sample size in SEM (as small sample size has been argued to be relative) (Esposito Vinzi, Chin, Henseler & Wang, 2010), in case of missing observations. Bootstrapping treats the observed sample as if it represents the population and the procedure used creates a large, pre-specified number of bootstrap samples.

To test the mediating effects, Preacher and Hayes (2004, 2008) approach was followed.

1. The sampling distribution of the indirect effect was bootstrapped; this was used for simple and multiple mediator models (Preacher & Hayes, 2008). This is because the bootstrapping makes no assumptions about the shape of the variables' distribution or

the sampling distribution of the statistics and can be applied to small sample sizes with more confidence. Thus, the approach was perfectly suited for the PLS-SEM method. Moreover, the approach exhibits higher levels of statistical power compared with the Sobel's test.

2. The first step in the Preacher and Hayes approach is to establish direct relationship between the independent variables (traits) and job outcomes. Here, the mediator is not part of the model. This was found in Table 4.7. It must be noted that, where there was no significant direct relationship (without the mediator) between the independent variable and dependent variable, no mediation effect can exist. But where the direct effect was significant, there was the possibility of mediation, therefore further analyses would be conducted.

Since the first step of the Preacher and Hayes (2004) procedure requires that there should be a significant relationship between the independent variable and the dependent variable without the inclusion of the mediator, Table 4.7 presents the results of this first step. It should be noted that a preliminary decision column has been added to the normal path modelling results to provide a clear indication which variables qualify for further mediation analysis.

**Table 4.7: Direct path relationships without Mediator**

			<b>Path Coefficient</b>	<b>Std. Error</b>	<b>T Statistic</b>	<b>Sig.</b>	<b>Preliminary Decision</b>
Agr	→	AffCom	0.17	0.13	1.25	0.212	No mediating effect
Cons	→	AffCom	0.04	0.10	0.42	0.672	No mediating effect
Emo	→	AffCom	-0.08	0.11	0.73	0.469	No mediating effect
Ext	→	AffCom	-0.21	0.09	2.47**	0.014	Possible mediation
Opn	→	AffCom	0.32	0.09	3.78**	0.000	Possible mediation
Agr	→	ConCom	0.02	0.13	0.13	0.895	No mediating effect
Cons	→	ConCom	0.08	0.16	0.48	0.630	No mediating effect
Emo	→	ConCom	0.26	0.11	2.35**	0.019	Possible mediation
Ext	→	ConCom	-0.12	0.11	1.03	0.304	No mediating effect
Opn	→	ConCom	0.15	0.10	1.47	0.142	No mediating effect
Agr	→	NormCom	0.00	0.12	0.03	0.976	No mediating effect
Cons	→	NormCom	0.11	0.11	1.05	0.295	No mediating effect
Emo	→	NormCom	0.22	0.23	0.97	0.333	No mediating effect
Ext	→	NormCom	-0.21	0.12	1.75	0.080	No mediating effect
Opn	→	NormCom	-0.06	0.16	0.38	0.706	No mediating effect
Agr	→	TurnInt	0.00	0.11	0.01	0.990	No mediating effect
Cons	→	TurnInt	0.23	0.09	2.43**	0.016	Possible mediation
Emo	→	TurnInt	-0.16	0.09	1.82	0.069	No mediating effect
Ext	→	TurnInt	0.19	0.10	1.88	0.061	No mediating effect
Opn	→	TurnInt	0.00	0.08	0.04	0.965	No mediating effect

\*\* $p < 0.05$ .

Table 4.7 presents the results of the Preacher and Hayes' approach to testing for whether mediation can be tested. For instance, since agreeableness, conscientiousness, and emotional stability had no significant direct effect on affective commitment at the 5% level of significance, they do not qualify for any subsequent tests of mediation effects. Also, agreeableness, conscientiousness, extraversion, and openness did not show any significant direct relationship with continuance commitment. No possibility of a mediating effect was found between all personality traits and normative commitment at the 5% significance level. The insignificance of the direct relationship between turnover intention and all the personality traits, except Conscientiousness, also provides no basis for further statistical examinations of the possibility of mediation.

Nonetheless, some of the indicators showed that there could be a possibility of a mediating relationship. For example, extraversion and openness showed a significant relationship with affective commitment with p-values of 0.014 and 0.000 respectively hence the likelihood of a mediating relationship. Emotional stability and continuance commitment also showed a significant relationship with p-value of 0.019.

The next step of the Preacher and Hayes approach was to re-test the relationship between the independent variables and the dependent variables. However, at this step, the mediator was included in the model. This allowed for assessing how the relationship changed with the inclusion of the mediator. This helped examine the next objective which was to evaluate the mediating effect of psychological empowerment in the relationship between personality traits and job outcomes. To this effect, the following hypotheses were proposed:

*H7a: Psychological empowerment mediates the relationship between openness and affective commitment*

*H7b: Psychological empowerment mediates the relationship between conscientiousness and affective commitment*

*H7c: Psychological empowerment has a mediating effect on the relationship between extraversion and affective commitment*

*H7d: Psychological empowerment mediates the relationship between agreeableness and affective commitment*

*H7e: Psychological empowerment mediates the relationship between emotional stability and affective commitment*

*H8a: Psychological empowerment mediates the relationship between openness and normative commitment*

*H8b: Psychological empowerment mediates the relationship between conscientiousness and normative commitment*

*H8c: Psychological empowerment has a mediating effect on the relationship between extraversion and normative commitment*

*H8d: There exist a mediating effect of psychological empowerment on the relationship between emotional stability and normative commitment*

*H9a: Psychological empowerment mediates the relationship between openness and continuance commitment*

*H9b: The relationship between conscientiousness and continuance commitment is mediated by psychological empowerment*

*H9c: There exists a mediating relationship of psychological empowerment on the relationship between extraversion and continuance commitment*

*H9d: Psychological empowerment mediates the relationship between agreeableness and continuance commitment.*

*H9e: Psychological empowerment mediates the relationship between emotional stability and continuance commitment*

*H10a: Psychological empowerment mediates the relationship between openness and turnover intention.*

*H10b: Psychological empowerment acts as a mediator on the relationship between conscientiousness and turnover intention.*

*H10c: Psychological empowerment mediates the relationship between extraversion and turnover intention.*

*H10d: Psychological empowerment acts as a mediator on the relationship between agreeableness and turnover intention.*

*H10e: Psychological empowerment mediates the relationship between emotional stability and turnover intention.*

In Table 4.8, both the results from the model without and with the mediator have been presented. The results without the mediator are included for ease in comparisons. It is important to note that the standard errors, t-statistics and the significance values, however, are for the direct effect with the mediator.

**Table 4.8: Testing Direct and Indirect Relationship**

			<b>Direct Effect Without Mediator</b>	<b>Direct Effect with Mediator</b>	<b>Std. Error</b>	<b>T-Stats</b>	<b>Sig</b>
Ext	→	AffCom	-0.21	-0.22	0.08	2.78	0.0056
Opn	→	AffCom	0.32	0.22	0.11	1.98	0.0482
Emo	→	ConCom	0.26	0.16	0.09	1.71	0.0879
Cons	→	TurnInt	0.23	0.22	0.09	2.32	0.0207

Table 4.8 shows the direct relationships between the constructs being studied with and without the mediator. The results demonstrate that extraversion has a significant and negative effect on affective commitment ( $\beta = -0.22$ ,  $p = 0.0056$ ) at a 0.5 significance level, by controlling for psychological empowerment. This indicates a very good level of significance. It must be noted that for its effect on affective, the direct effect does not change much with and without the mediator. Therefore, it is not expected that there will be a significant mediation effect of empowerment on the relationship between Ext and AffCom. Following from this, an extravert has a greater chance of being committed than all the other forms of personality traits.

All other variables have significant effects on job outcomes except Emo ( $\beta = 0.16$ ,  $p = 0.0879$ ) which shows no significant effect at the 5% level of significance. Therefore, it is

expected that a mediating effect will exist between Emo and PsyEmp in the relationship with ConCom. This is because the introduction of the mediator drives the relationship between Emo and ConCom to a point of irrelevance. Additionally, the path coefficient experiences quite a large change from 0.26 to 0.16 when the mediator is controlled. Similarly, for Opn, apart from being significant, when PsyEmp is controlled, its path coefficient changes by a large extent. For example, the effect of Opn on AffCom changes from a path coefficient of 0.32 (without the mediator) to 0.22 with the mediator. For Cons, the change from 0.23 to 0.22 is not large enough to expect any mediation. Based on these Table 4.9 presents the results on the total effects and the VAF.

**Table 4.9: Testing the Total Effect**

			<b>Total Effect</b>	<b>T Statistic</b>	<b>VAF</b>
Ext	→	AffCom	-0.22	2.22**	0.01
Opn	→	AffCom	0.30	3.13**	0.27
Emo	→	ConCom	0.26	2.80**	0.41
Cons	→	TurnInt	0.24	2.71**	0.10

\*\* $p < 0.05$ .

VAF: <20% - No Mediation; 20%-80%- Partial; >80%- Full

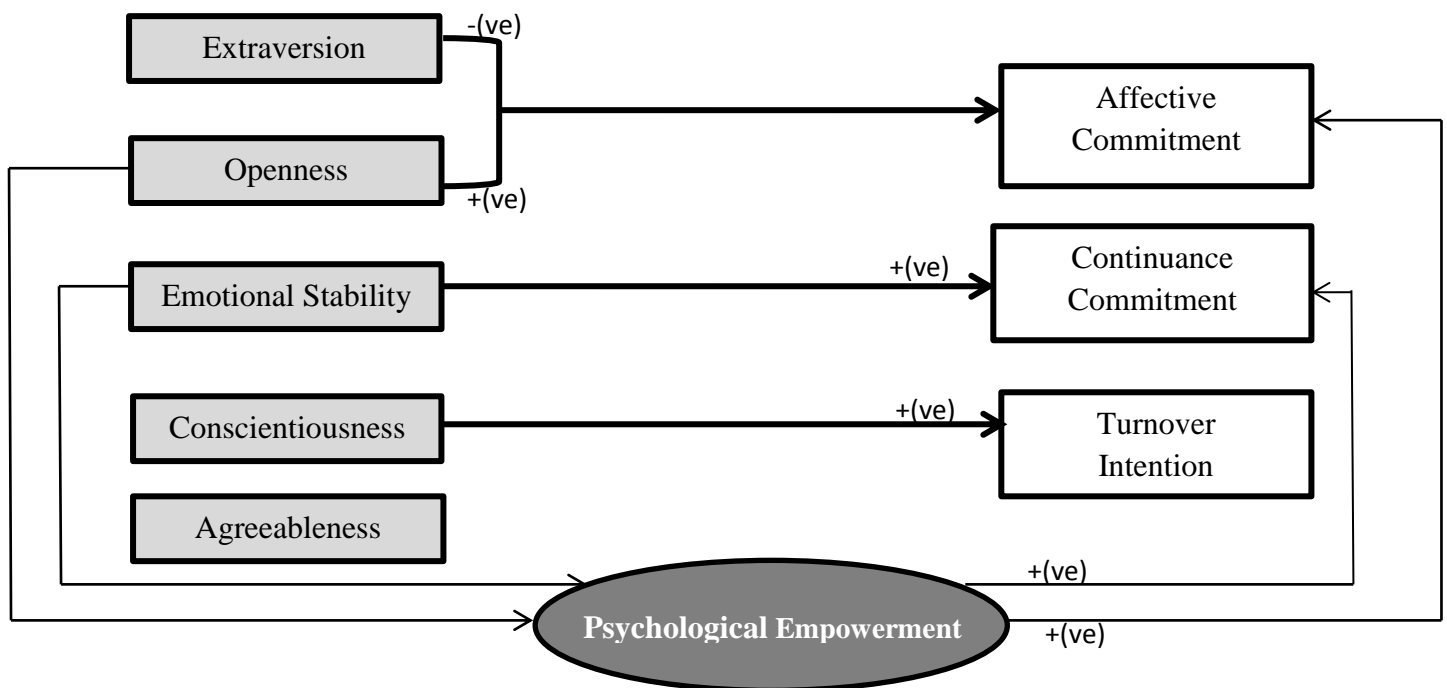
The total effect shows both the direct and indirect effect of the variables on the constructs. The VAF determines the size of the indirect effect in relation to the total effect (Hair et al. 2014). Therefore, if the indirect effect is significant but does not absorb any of the exogenous latent variable's effect on the endogenous variable, then the VAF is rather low. This is seen when the direct effect is high and declines only very slightly after the mediator variable with a significant but when very minor indirect effect is included (Zhao, Lynch & Chen, 2010). If this happens, then the VAF would be less than 20%, and the conclusion would be that (almost) no mediation takes place. In contrast, if the VAF has very large outcomes of above

80%, then the assumption is that a full mediation has occurred. Where the VAF is larger than 20% and less than 80%, then a partial mediation occurs (Hair et al. 2014).

Therefore, since the VAF for extraversion-affective commitment and conscientiousness-turnover intention, were at 0.01 and 0.10 VAF level respectively which were all below 0.20 (20%), then, there is (almost) no mediation. This means that for persons who have the trait of extraversion, they need not be necessarily psychologically empowered to have affection and an emotional attachment for the roles they perform. Also, for persons with the conscientiousness trait, psychologically empowering them would not make them stay with the organisation. This is because such persons are systematic, achievement-oriented, well-organised and therefore when they perceive the organisation to not meet their standards.

However, the openness-affective commitment, and emotional stability-continuance commitment relationships exhibited a partial mediation relationship characteristics since their values of 0.27 and 0.41 respectively which were greater than 0.20 (20%) but less than 0.80 (80%). Thus, psychological empowerment predicted 27% of the variance in openness-affective commitment relationship and 41% of the variance in emotional stability-continuance commitment relationship. The total effects and mediation relationships are enumerated in Figure 4.2.

Figure 4.2: Conceptual Framework after Analysis



#### 4.7 Conclusion

In summary, employees who have positive attitudes about an organisation's psychological empowerment were likely to remain committed to the organisation which will subsequently result in lower turnover intention and later actual turnover. It is thus practical to conclude that, the more committed the employees were with the organisation's practice of psychological empowerment, the higher their intention to remain with the organisation.

The research reported partial mediation in the relationship between emotional stability and conscientiousness. No mediation was found between extraversion-affective commitment, extraversion-normative commitment, extraversion-turnover intention, conscientiousness-turnover intention, and emotional stability-turnover intention. This means that psychological empowerment has a partial influence on the relationship between emotional stability and conscientiousness.

## CHAPTER FIVE

### DISCUSSIONS, SUMMARY, CONCLUSION AND RECOMMENDATIONS

#### 5.0 Introduction

This chapter gives a summary of findings, conclusions, implications and recommendations for future research. The purpose of this study was to assess how psychological empowerment mediates the relationship between the Big Five personality traits and job outcomes specifically organisational commitment and turnover intention.

#### 5.1 Discussions

This ratio of males to females in the sample (57:53) shows that, there is a relatively good balance of males and females in the sample. A general belief evident in Africa and some parts of world is that of sex-role stereotyping in terms of attitudes, temperament, and personalities, among others that a more ascribed to one gender type than the other. This most often than not permeate into work roles (Aderemi, Hassan, Siyanbola & Taiwo, 2009, 2013). Nevertheless, the introduction of professionalism into the present day industry is altering this sex-role stereotyping view and fostering a good balance of sexes as is evident in the sample for the study.

The next item the study also looked at the ages of respondents. From the results, the study implied that respondents in Unilever Ghana are relatively young which poses both good and bad consequences. For the bad consequence, as explained by the matching theory, younger employees tend to change their employment more often, mostly for other profitable and valuable ones. This, the study explains to be mainly due to the phase of life they find themselves. This phase is viewed as an experimental or untried phase mostly because it is the beginning of their professional life (Henneberger & Souza-Poza, 2004; Wambui, 2012). For

the seemingly older individuals, a change is usually less attractive because the available period to redeem the costs associated with a job turnover diminishes with age. Therefore, for Unilever Ghana, it is important that they develop ways to inspire workers and as a result keep them committed so as to decrease turnover intention and actual quitting (Ahmad & Rainyee, 2014; Cohen & Golan, 2007). Researches by Davia, (2005) and Munasinghe and Sigman (2004) examined longitudinal wage data and concluded that the young, when dissatisfied, were more likely to search for other jobs, whereas older workers were more likely to be involved in firm specific investments. It is nonetheless worth mentioning that, young workers are similarly very good in executing certain contracts than their older colleagues.

The next was the educational level of participants. All participants had some level of educational background which means that they could read all questions asked and were able to answer them satisfactorily. The increasing economic pressures in recent time can also not be overlooked as it has pointed out the need for the retention of staff with valued skills as a high priority of organisations (Nishii, Lepak & Schneider, 2008) and the Ghanaian economy is no exception. For that reason, the study investigated how the various personality traits can be psychologically empowered to make them committed and hence reduce turnover intention which is a precursor of actual turnover in most industries. This, the study sought to achieve by breaking a different ground through the shedding of light on essentially overlooked issues in the human resource management and psychology literature. One of which is evident in the interaction of the three variables used for the study (personality traits, psychological empowerment and job outcomes).

From the analyses, only the following hypotheses were supported:

*H1a: There is a significant relationship between openness and affective commitment*

*H1c: There is a significant relationship between extraversion and affective commitment*

*H3e: There is a significant relationship between emotional stability and continuance commitment*

*H4b: There is a significant relationship between conscientiousness and turnover intention*

*H5b: There is a significant effect of psychological empowerment on normative commitment*

*H5c: Psychological empowerment has a significant effect on continuance commitment*

*H7a: Psychological empowerment mediates the relationship between openness and affective commitment*

*H9e: Psychological empowerment mediates the relationship between emotional stability and continuance commitment*

The findings provide a number of hypothetical implications. The effects of human resources practices such as recruitment and selection, rewards and benefits, and empowerment on job outcomes have attracted widespread research attention, but little work has explored the psychological processes by which such practices influence employee attitudes and behaviours. The findings suggest a mechanism for explaining the effects of psychological empowerment on the relationship between personality traits and job outcomes (organisational commitment and turnover intention).

The next section explains hypotheses 1a and 1c which looks at the relationship between the various personality traits and the dimensions of organisational commitment.

*H1a: There is a significant relationship between openness and affective commitment*

Research by Tziner, et al., (2008) looked at personality traits and organisational commitment. Their study found that agreeableness; openness to experience and conscientiousness were significantly associated with a general measure of organisational commitment. Some studies have also made the case that personality trait is a predictor of organisational commitment (Robbins & Judge, 2012). However, the findings of this research states otherwise in some of

the traits. For instance, the trait of openness and extraversion showed a significant relationship with only affective commitment but not normative or continuance commitment. Although there was significant relationship with affective commitment, extraversion showed a negative relationship while openness showed a positive relationship. This means that, for persons who poses the trait of openness (which is the degree of depth, creativity and complexity of an individual's mental and experiential life), the more open they are, the more affectively committed they tend to be. This contradicts research by Carney, Jost, Gosling and Potter, (2008) who concluded that people with high scores on openness tend to be individualistic and nonconforming hence a negative relationship is to be expected. The diverse results can be attributed to the environment the individuals find themselves as both studies were conducted in different industries (Carney, Jost, Gosling and Potter, (2008) - the United States and in the political context) and this study was conducted in Ghana (the manufacturing context- Unilever Ghana).

*H1c: There is a significant relationship between extraversion and affective commitment*

Also, this study explains that for the trait of extraversion (which has the features of positive emotionality, assertiveness, outgoing, and talkativeness), the more the employee is an extrovert, the less likely the person would be affectively committed. Thus, some researchers have stated that extraverts are often poor listeners and unreceptive to others' input (Grant et al. 2011; Judge, Piccolo & Kosalka, 2009), which can limit their effectiveness at interdependent tasks execution (Furnham & Fudge, 2008; Turban, Stevens & Lee, 2009) and hence make them less affectively committed. However, studies by Wienschenk (2014) states that, because persons who are extroverts tend to feel comfortable expressing themselves and their opinions, (Hibbing, Ritchie & Anderson, 2011), they tend to feel a strong obligation to participate in organisational activities and hence feel committed. This shows a positive

relationship with affective commitment and hence agrees with the relationship stated (positive relationship between openness and affective commitment). A study by Erdheim et al. (2006) found that extraversion was positively related with affective commitment. Since the two studies were conducted in different countries, industry and culture it was not possible to infer any connection among the variable hence the disagreement in literature. Since Unilever is a British-Dutch multinational consumer goods company, it is normal for them to inculcate certain aspects of their culture into their policies and practices. That is, since the Western world has been perceived to have a culture that gives room to individuals to operate hence making them responsible for their actions; most individuals tend to feel part of the organisation and hence committed. This is a possible reason why this study agrees with that of Hibbing, Ritchie and Anderson (2011).

*H3e: There is a significant relationship between emotional stability and continuance commitment*

Next is the emotional stability and continuance commitment relationship. People who score high on emotional stability tend to be confident, emotionally secure, even-tempered and relaxed and this makes them have control of situations around them and hence tend to stay with the organisation. Continuance commitment is the “need” component or the gains verses losses of working in an organisation. Persons with low scores on emotional stability tend to be easily upset and frequently experience negative emotions and also have difficulty dealing with difficult situations when they occur (Gerber, Huber, Doherty, Dowling, 2011). Such persons tend to leave the organisation when situations of difficulty arise and they cannot cope. However, for persons with high scores of emotional stability, they tend to have ease when dealing with issues of conflicting natures and hence would continue to stay with the organisation for a longer time taking the gains verses loss component into consideration.

Since Unilever Ghana gives its employees the room to operate and take decisions, they tend to have control of work role situations that may arise. Since they have control, they end up staying with the organisation mostly because of the ease in dealing with issues and for the control they enjoy. Therefore the study concluded that, an emotionally stable person would have high continuance commitment towards the organisation. Also, since the study was conducted in the manufacturing industry, there is the need for delegation of power and authority to equip employees, especially those in the factories, to make them accountable. This is an important motivation tool for commitment.

*H4b: There is a significant relationship between conscientiousness and turnover intention*

Next is conscientiousness against turnover intention. Conscientiousness as a personality trait has proved to be the best trait predictor of performance in the workplace (Carlos & Rodrigues, 2015; García-Izquierdo et al. 2015; Guay et al. 2015) over the years. A conscientious person is seen as a person who exhibits both task-oriented and goal-directed behaviour (systematic, thinks before acting, follows norms and rules, plans and prioritises tasks). According to Barrick and Mount (1991) who also examined the legitimacy of the Big Five personality model for numerous occupational groups, they found that the importance of conscientiousness could be generalised across most occupational groups and criterion types because of its predictability. Research over the years has shown significant correlations between conscientiousness and job outcome by means of employee outcome (Witt, Burke, Barrick & Mount, 2002; Fine, Goldenberg & Noam, 2015). It is therefore reasonable to conclude that employees who show a high level of conscientiousness will be more likely to engage in goal-directed, strong-willed and determined behaviour, which employers would evaluate favourably than employees who report lower levels. The trait of conscientiousness has been found to be the most consistent and critical predictor of psychological states and processes (Barrick, Stewart, Neubert & Mount, 1998; Moynihan & Peterson, 2001) and can

also promote task-specific collective efficacy (Marks, Mathieu & Zaccaro, 2001). It is however worrying to find that results of this study concluded that conscientiousness as a trait only showed a positive significant relationship with turnover intention in this study.

A study by Salgado, (2002) concluded that there is a significant inverse relationship between conscientiousness and turnover intention and this did not support the findings of this study. The finding by Saungweme and Gwandure (2011) also mirrors literature by Kumar, Mishra and Bhatnagar (2010), Yang and Lee (2009), and Zimmerman (2008) who have all concluded that there is a significant inverse relationship between conscientiousness and turnover intention. These studies buttress the fact that more conscientious individual develop a generalised involvement and as such are more affectively committed to the organisation than those who are less conscientious. Therefore the result of this study which contradicts literature is a worry one and ought to be looked at by the management of Unilever Ghana with great interest. Reasons for the contradiction could be attributed to the ages of respondents in Unilever Ghana. This means that HR managers should take this on and conduct further research to ascertain the cause of this contradiction. This is because certain investments (orientation, training, career development) that Unilever Ghana is likely to make would go waste and the organisation is likely to suffer knowledge loss in the long run as trained individual continue to exit the organisation. It is possible however that the divergence in literature is because of the youthful nature of respondents. This is because young people tend to change their employment more often, mostly for other profitable and valuable ones. Therefore it is perceived that the youthful stage they find themselves in is what accounted for the difference in literature. This phase is viewed as an experimental or untried phase mostly because it is the beginning of their professional life (Henneberger & Souza-Poza, 2004; Wambui, 2012).

*H7a: Psychological empowerment mediates the relationship between openness and affective commitment*

From the analysis, psychological empowerment mediated the relationship between openness and affective commitment. This means that persons who possess the trait of openness require psychological empowerment for them to be affectively committed. Employees who score high in openness to experience are inclined to seek the attractive features of their organisation. For this reason, employees who score high in openness tend to require psychological empowerment for them to be affectively committed to the organisation. So, it is expected that employees who are high in openness desire for interpersonal interaction in order to get feedback and information needed to execute tasks effectively. It is also important to note that such people do not abuse power (when given in the right dosage) hence it is not unusual for them to require power to build new relationships that may foster and enhance their affective commitment to the organisation.

*H9e: Psychological empowerment mediates the relationship between emotional stability and continuance commitment*

Psychological empowerment also mediated the relationship between emotional stability and continuance commitment. Individual who score high in emotional stability tend to experience positive affect and consequently have the possibility of developing a positive attachment to the organisation they find themselves in. This is reflected in their need to continue to stay with the organisation. Thus for persons who score high on emotional stability, they require psychological empowerment for them to be able to continue working with the organisation. Since such people would usually not abuse power, it is fair and common for them to demand psychological empowerment in order for them to continually stay committed to the

organisation. Unilever Ghana should therefore identify such individuals and empower them so as to make them have continuance commitment for the organisation.

## **5.2 Summary**

The research was conducted in Unilever Ghana Limited in the Greater Accra Region of Ghana, precisely at the Tema plant. Instruments used for data collection was a structured questionnaire. A sample of 250 employees was selected using Krejcie and Morgan sample size determination formula. In all, 250 questionnaires were administered; 220 questionnaires were returned and duly completed. The respondents were selected using purposive, stratified and convenience sampling technique. The data collection instrument used was a structured questionnaire. The questionnaire was divided into 4 sections. Responses were elicited on a five-point rating scale ranging from 1 to 5, where 1= Least Accurate and 5 = Most Accurate. The personality traits adapted Goldberg's (1992) 25 item-scales for the Big-Five factor structure. Psychological empowerment also adopted Spreitzer's (1995) 12 item-scales. Organisational commitment employed 20 item-scale developed by Jaros (2007). Turnover intention employed a 5 item-scale developed from Farrell and Rusbult (1992) as well as Cohen and Golan's (2007).

In all, 250 questionnaires were administered to management and non-management staff. The data collected was analysed quantitatively using IBM® SPSS® Statistics Version 20. Structural Equation Modelling (SmartPLS® Version 2.0 M3 software - a statistical tool for SEM-PLS) was used to test the relationships between the variables under study.

The study sought to answer the following questions:

1. What is the relationship between personality traits and job outcomes of employees?

2. In what manner does empowerment affect job outcomes of employees in Unilever Ghana Limited?
3. How does empowerment affect the relationship between personality traits and job outcomes?

The findings of the study revealed that, majority of the respondents were males and relatively young. All respondents had had some level of education in the organisation which meant that they could read and understand all questions. The results indicated that there was a positive relationship between: openness and affective commitment, emotional stability and continuance commitment, and conscientiousness and turnover intention. Extraversion on the other hand showed a negative relationship with affective commitment. Out of the tests for mediation conducted on the relationship between the personality traits and job outcomes (organisational commitment and turnover intention), eight hypotheses were supported.

### **5.3 Conclusion**

The purpose of this study was to test the intervention of psychological empowerment on the relationship between the Big Five personality traits and job outcomes (organisational commitment and turnover intention). The results showed that employee turnover intention could to some degree be predicted by their personality traits. Thus the better an organisation knows the personality traits of its employees, the better the effect of psychological empowerment it offers, which will lead to a committed workforce and hence reduce turnover intention. Therefore, organisations should make it a point to know the personality traits of its workforce and potential workforce so as to ensure the enhancement of psychological empowerment which could ultimately lead to lower turnover intention of employees. This is because, as per literature and findings, psychologically empowering employees can help management gain competitive advantage. And this can be done through its committed

workforce and consequently help solve the problem of turnover intention which is a precursor of actual turnover.

#### **5.4 Managerial Implications**

The managerial implications of the findings in this study are as follows:

1. Managers need to be aware that human resource practices can affect turnover both directly and indirectly. Understanding personality traits can help management know the best means of empowerment for their workforce and hence keep them from leaving the organisation.
2. Managers can therefore look for strategies to help improve employee empowerment and make them committed to stay in the organisation rather than pursue other employment opportunities.
3. The findings of this study can also assist administrators and policy makers to understand the managerial effectiveness from the perspective of personal traits. Efforts can thus, be made to explore employees' perception towards themselves and their roles.
4. The predictive effect of personality traits on organisational commitment and turnover intention has some practical utility to the organisation with regard to selection practices. Therefore during the entry process, management should ensure that personalities that do not foster commitment but rather turnover are critically looked at before any employment takes place.

#### **5.5 Recommendations**

Over the years, organisations have had the belief that minimizing employee turnover intention may lie in empowering and motivating them. This is because research has shown that power, when given in the right dosage can enable an employee perform in his or her best

capacity and capability which may lead to effective talent management, and organisation commitment.

Based on the findings, the following recommendations were made:

1. Managers in the recruitment, selection and placement departments should make it a point to assess the personality of potential employees since the personality of employees have been found to have implications for job outcomes, specifically organisational commitment and turnover intention.
2. Managers during promotion, which is a form of empowerment, should also assess the personality of potential managers and supervisors as empowerment has been found to improve the relationship between personality traits and job outcomes (organisational commitment and turnover intention).
3. Empowerment can be achieved through independence in terms of decision making therefore management should make it a point to make room for delegation with power so as to equip employees in the organisation and hence, enhance their self-efficacy.
4. Since psychological empowerment improves affective commitment and continuance commitment which would inevitably reduce turnover intention, more employees should be empowered to participate in decision making of the organisation.
5. To progress in the area of competitive advantage, management should establish sound and effective retention strategies in the form of empowerment (power and authority) through decision making therefore making room for innovativeness, creativity and commitment on the part of employees.
6. Management should also make it a point to know how employees view their jobs, their roles and their worth to the organisation as this knowledge would help them come up with feasible strategies to curb the exit of high performing employees.

## 5.6 Limitations and Submissions for Future Research

The study was not without limitations. By utilizing previously validated scales, the study was able to meet the requirements of instrument convergent and discriminant validity (Craig, Allen, Reid, Riemenschneider & Armstrong, 2013; Trochim, 2001). However, because data collected was in a single region, the study faces the threat to external validity. Also, due to a relatively small sample, the study faces an external validity threat to generalization. To increase the power of analysis and reduce the potential for Type II error, a bootstrapping method taking 1,000 samples from the data with replacement to test psychological empowerment's mediating effect (Preacher & Hayes, 2004; 2008). Though bootstrapping helps fight the small sample size issue, it cannot minimize the threat to external validity caused by data collection in only one area. However, the results were consistent with previous findings across various contexts providing a degree of support for external validity. The data used cross-sectional rather than longitudinal, which hindered the ability to determine causality.

Also, because this study included only the Big Five personality traits, future research may look at other areas, such as other personality trait types like Allport and Odbert's (1936) list of over 4,000 personality traits, Cattell's (1995) 16 personality factors and Eysenck's (1992, 1994) 3 factor theories, to assess how psychological empowerment affects the relationship between personality and job outcomes like performance and job satisfaction. Generalizability of the present findings should also be examined in future research in other types of organisations, with mixed gender and a more heterogeneous sample.

Furthermore, since this research relied on employees' self-reports as the only source of data on all the variables in the analyses, future research should add secondary reports since single

source data raises concerns about common method variance. Future research could also take into consideration employees' culture and gender as determining factors.

The study also found that turnover intention appears to be a problem in the manufacturing industry therefore; more research could focus on turnover intention to unveil the exact issues involved and employee suggestions on how to minimize if not totally eliminate turnover. Since this research examined turnover intention, not the actual turnover, future research should include actual turnover as the outcome variable. Also, employee commitment and job satisfaction as well as motivation could be included in future research.

The conceptual framework and hypotheses generated for the study can be expanded to incorporate potential moderators such as structural empowerment, job embeddedness, job stress and motivation. Since respondents were all employees in the manufacturing industry and of FMCGs of Ghana, generalization of the findings is another limitation. That said, research could be conducted in other organisations, particularly, those in the manufacturing industry, health and education industries.

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**Section 2: Personality Traits**

Describe yourself as you generally are now, not as you wish to be in the future. Describe yourself as you honestly see yourself, in relation to other people you know of the same sex as you are, and roughly your same age. So that you can describe yourself in an honest manner, your responses will be kept in absolute confidence.

Indicate for each statement where 1 is **Least Accurate** and 5 is **Very Accurate** as a description of you.

		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>a) Extraversion</b>						
1	Am the life of the party					
2	Feel comfortable around people					
3	Start conversations					
4	Talk to a lot of different people at Parties					
5	Don't mind being the centre of Attention					
<b>b) Agreeableness</b>						
1	Am interested in people					
2	Sympathize with others' feelings					
3	Take time out for others					
4	Feel others' emotions					
5	Make people feel at ease					
<b>c) Conscientiousness</b>						
1	Am always prepared					
2	Pay attention to details					
3	Get chores done right away					
4	Like order					
5	Follow a schedule					
<b>d) Emotional Stability</b>						
1	Am relaxed most of the time					
2	Seldom feel blue					
3	Am not easily bothered by things					
4	Rarely get irritated					
5	Seldom get mad					
<b>e) Openness</b>						
1	Have a vivid imagination					
2	Have excellent ideas					
3	Am quick to understand things					
4	Spend time reflecting on things					
5	Am full of ideas					

### Section 3: Employee Empowerment

The following section measures how employee psychological empowerment (increased individual motivation through the delegation of authority to the lowermost level where decisions can be made) affects employee work. On a scale from 1 to 5, where 1 is **Least Accurate** and 5 is **Most Accurate** describe your level of empowerment in the organisation.

		1	2	3	4	5
<b>a) Meaning</b>						
1	The work I do is very important to me.					
2	My job activities are personally meaningful to me					
3	The work I do is meaningful to me					
<b>b) Competence</b>						
4	I am confident about my ability to do my job					
5	I am self-assured about my capabilities to perform my work activities					
6	I have measured the skills necessary for my job					
<b>c) Self-Determination</b>						
7	I have significant autonomy in determining how I do my job					
8	I can decide on my own how to go about doing my work					
9	I have considerable opportunity for independence and freedom in how					
<b>d) Effect</b>						
10	My effect on what happens in my department is large					
11	I have a great deal of control over what happens in my department					
12	I have significant influence over what happens in my department					

### ***TURNOVER INTENTIONS***

The following section measures how employees move within and across organisational boundaries, and how a variety of cognitive activities that preceded leaving affects work. On a scale from 1 to 5, where 1 is **Least Accurate** and 5 is **Most Accurate**; describe your level of ***turnover intentions*** of employees to the organisation.

		1	2	3	4	5
1	I think a lot about leaving the organisation					
2	I am actively searching for an alternative to the organisation					
3	As soon as it is possible, I will leave the Organisation					
4	I will probably look for a new job in the next Year					
5	I sometimes put in less effort in my work than I know I can					

**ORGANISATIONAL COMMITMENT**

The following section measures organisational commitment. On a scale from 1 to 5, where 1 is **Least Accurate** and 5 is **Most Accurate**; describe your level of commitment to the organisation.

		1	2	3	4	5
<b>a) Affective Commitment</b>						
1	I am very happy being a member of this organisation					
2	I enjoy discussing about my organisation with people outside					
3	I really feel as if this organisation's problems are my own.					
4	I think that I could easily become as attached to another organisation as I am to this one					
5	I do not feel like 'part of the family' at my organisation.					
6	I do not feel 'emotionally attached' to this organisation.					
7	This organisation has a great deal of personal meaning for me.					
8	I do not feel a 'strong' sense of belonging to my					
<b>b) Continuance Commitment</b>						
1	I worry about the loss of investments I have made in this organisation					
2	If I wasn't a member of this organisation, I would be sad because my life would be disrupted					
3	I am loyal to this organisation because I have invested a lot in it,					
4	I often feel anxious about what I have to lose with this organisation					
5	Sometimes I worry about what might happen if something was					
6	I am dedicated to this organisation because I fear what I have					
<b>c) Normative Commitment</b>						
1	I feel that I owe this organisation quite a bit because of what it has done for me					
2	My organisation deserves my loyalty because of its treatment					
3	I feel I would be letting my co-workers down if I wasn't a member of this organisation					
4	I am loyal to this organisation because my values are largely its values					
5	This organisation has a mission that I believe in and am committed to					
6	I feel it is 'morally correct' to dedicate myself to this organisation					

Appendix 2: Structural model after the analysis

